

# Sales Management

THE MAGAZINE OF MARKETING

If I Had Known Then

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More Adventures in  
(Discount House)

Shopping

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## WARNING!

The Public Believes

Distribution

Costs Too Much Now

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FIFTY CENTS

A BILL BROTHERS PUBLICATION

AUGUST 15, 1954



## *Hold It!*

To get attention  
and to hold it calls  
for showmanship,  
for character and  
human understanding.

In motion pictures,  
slidefilms and  
art, chart or graphics,  
the necessities  
are developed only  
through long  
professional experience.

*The*  
**JAM HANDY**  
*Organization*

*To Get Understanding*

VISUALIZATIONS • PRESENTATIONS • LIVE SHOWS • MOTION PICTURES • SLIDEFILMS • TRAINING ASSISTANCE

NEW YORK 19  
1775 Broadway

PITTSBURGH 22  
Gateway Center

DETROIT 11  
2821 E. Grand Blvd.

DAYTON 2  
310 Talbott Bldg

CHICAGO 1  
230 N. Michigan Ave.

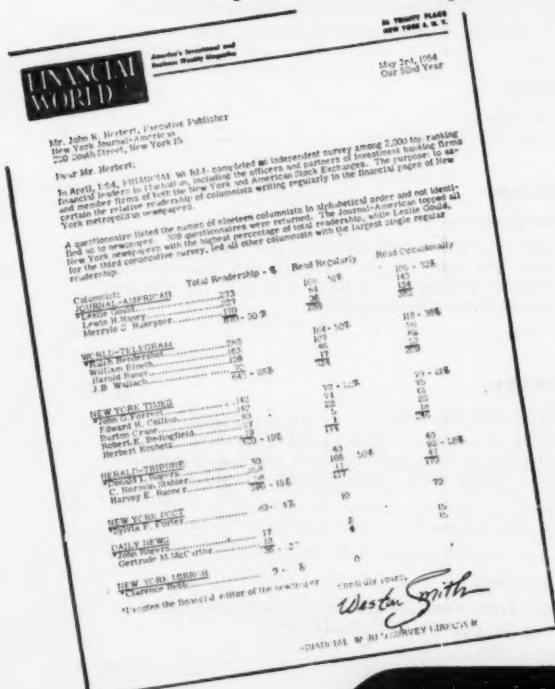
HOLLYWOOD 28  
5746 Sunset Blvd.





# He Has More Regular Readers in Wall Street than any Financial Writer on a New York Newspaper

**Leslie Gould, New York Journal-American Financial Editor, Leads All Financial Columnists in Regular Daily Readership, According to "Financial World" Survey**



For the third consecutive time, Leslie Gould of the Journal-American leads all financial writers on New York metropolitan newspapers . . . in regular daily readership among top-level Wall Street executives . . . according to facts revealed in a recent survey by "Financial World." More than that . . . of the nineteen columnists listed in the survey, the Journal-American placed three among the first five!

Today, more than ever before, the combination of highest readership in Wall Street and overwhelming circulation leadership in the New York evening field makes the Journal-American an advertising *must*. You reach and influence two important New York markets . . . the man on the street and the man in Wall Street . . . when you advertise in the New York Journal-American.

SEND FOR YOUR COPY OF THIS  
"FINANCIAL WORLD" STUDY TO  
HEARST ADVERTISING SERVICE  
939 EIGHTH AVENUE  
NEW YORK 19, N. Y.

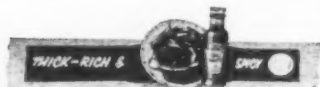
AUGUST 15, 1954

**Journal American**  
NEW YORK  
AN AMERICAN PAPER FOR THE AMERICAN PEOPLE  
A HEARST NEWSPAPER

# *Stickin' Around* with **KLEEN-STIK**

## **LIFE Can Be Beautiful!**

To a P.O.P. advertiser, there's nothing so beautiful as a display that makes his product come to life! And it's easy to turn the trick with self-stickin' KLEEN-STIK. This miracle moistureless adhesive, cleverly combined with folds and die-cuts, produces many super-lifelike displays that "POP" right out—like these:



## **Chili's a "Hot" Item . . .**

Especially the way H. J. HEINZ CO. displays theirs! Famous for variety, Heinz wanted a shelf-edge display with plenty of "spice"—so O. C. ROESEMETER of their Sales Promotion Dept. and A. J. ADAMS in Advertising "cooked up" this lifelike dish. Beautiful production job by WM. G. JOHNSTON, expert Pittsburgh color printer—double scored to "pop out" the die-cut illustration for even greater appeal. And of course, KLEEN-STIK supplies the sticking power, with its simple peel-an'-press application that sticks and sticks and sticks!



## **How to "Wax" Eloquent**

Do it with PRIDE! That's the sales message S. C. JOHNSON & SON, INC., gets across by strategic use of this novel "strong-arm" technique. The die-cut arm and hand holding a bottle of Pride projects from the store shelf with startling realism, held firmly in place by strips of super-stickin' KLEEN-STIK—and it's highly visible from both sides! JOHN RASMUSSEN of Johnson's handled this neat job through WESTERN PRINTING & LITHO of Racine, with precision die-cutting by WELLS-BADGER CORP.

You can get more LIFE in your P.O.P., too, with self-sticking KLEEN-STIK. Everything from die-cuts to simple—but effective—window streamers, back-bar signs, and plenty more! Ask your printer or litho man to slip you a few samples and ideas—or write for our free "Idea-of-the-Month" service right away!

**KLEEN-STIK PRODUCTS, INC.**  
225 North Michigan Avenue • Chicago 1, Ill.  
Pioneers in pressure sensitives for Advertising and Labeling

# *Sales Management*

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# 10,801 Advertisers Can't be Wrong!

●10,801 Advertisers placed product descriptive advertising in 1954 Annual Edition of Thomas Register. This astonishing advertising patronage far exceeds the number of advertisers using all other industrial media combined.

This record trend to T. R. is quickly summarized in the remarks of one of our advertisers—"The steady stream of high quality inquiries, the kind that result in sales, is our reason for placing Thomas Register at the top of our list."

You can get the facts about this low cost way of securing sales producing inquiries, from a Thomas Register representative. Write or call him now for the 1955 Edition.

The Only Paid Circulation



in the field —  
ABC 96% Paid



# THOMAS REGISTER

461 EIGHTH AVENUE NEW YORK 1, N. Y.



# I just want to start a flame in your hearth

We went recently to a party hosted by an important coal mine president in his lakeside home.



His wife, who didn't know us from a bond salesman, came right to the point:

SHE: What's your company?

WE: MECHANIZATION.

SHE: Why that's the one I start the fireplace with.

Here was proof that (1) her husband reads MECHANIZATION at home, and (2) we do reach the hearth, as our "earth to hearth" motto indicates.

We don't want to set the world on fire. We just want to be of service to coal people, as we go about publishing four coal magazines which cover coal from earth to hearth:

For coal producers: MECHANIZATION, dedicated to mine modernization. It is read by 14,500 major buying influences who account for 87% of America's coal production, 95% of coal's annual billion dollar output for supplies and equipment.

For coal users: UTILIZATION, which picks up where MECHANIZATION stops, never lets go 'til the ashes are hauled away. This unique book does horizontally the work of five or more vertical publications, reaching the users of 90% of all coal consumed. These include coal retailers and wholesalers, coal docks and coal handling railroads, manufacturers, steel and cement mills, electric utilities and municipal power stations.

TWO for reference: MECHANICAL, which once a year records coal mine history, forecasts coal's future, and illustrates progress to date through detailed articles on modern mines; and COAL INDUSTRY PURCHASING MANUAL, which tells buying influences where to find what.



The researching, writing and editing process involved make a firm foundation for our recognition as a coal authority. We don't want to set the world on fire—we just want to help you reach (and get your share of) the billion dollar "coal mine" market, and/or the multi-billion dollar "coal use" market.

Got a light?

## Mechanization, Inc.

MUNSEY BUILDING • WASHINGTON 4, D. C.

NEW YORK • PITTSBURGH • CHICAGO • SAN FRANCISCO • LOS ANGELES



EXECUTIVE OFFICES, 386 Fourth Avenue,  
New York 16, N. Y. LExington 2-1760

### EDITORIAL

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MANAGING EDITOR.....A. R. Hahn  
ASSOC. MANAGING EDITOR John H. Caldwell  
SPECIAL FEATURE EDITOR..Lawrence M. Hughes  
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ASS'T. PRODUCTION MANAGERS  
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EDIT. ASSISTANT.....Judith Recht  
READERS' SERVICE BUREAU.....H. M. Howard

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SALES PROM. MGR.....Christopher Anderson  
ASS'T. PROM. MGR.....Madeleine Singleton  
PRODUCTION DEPT. Ellen Knauff, Patricia Simon

### FIELD MANAGERS

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LEXington 2-1760): Merrill V. Reed, W. E.  
Dunsby, Wm. McClenaghan, Randy Brown,  
Jr., Gerald T. O'Brien.

CHICAGO 1, ILL. (333 N. Michigan Avenue;  
State 2-1266): C. E. Lovejoy, Jr., W. J.  
Carmichael, Thomas S. Turner.

SANTA BARBARA, CALIF. (15 East de la  
Guerra, P. O. Box 419; Santa Barbara  
23612): Warwick S. Carpenter.

### SUBSCRIPTIONS

DIRECTOR.....R. E. Smallwood  
SUBSCRIPTION MANAGER.....C. V. Kohl  
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

### SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);  
editorial and production office: 1200 Land Title  
Bldg., Philadelphia 10, Pa.; Philip Harrison, Gen-  
eral Manager; Robert Letwin, Editor.

### OFFICERS

PRESIDENT AND PUBLISHER.....Raymond Bill  
GENERAL MANAGER.....Philip Salisbury  
SALES MANAGER.....John W. Hartman  
TREASURER.....Edward Lyman Bill  
VICE PRESIDENTS.....C. E. Lovejoy, Jr.,  
Merrill V. Reed, W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorpo-  
rated PROGRESS, is published semi-monthly on  
the first and fifteenth except in May, September  
and November when it is published on the first,  
tenth and twentieth. Affiliated with Bill Brothers  
Publishing Corp. Entered as second class matter  
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Stroudsburg, Pa. Address mail to New York office.  
Copyright August 15, 1954 by Sales Management,  
Inc.

Member



August 15, 1954

Volume 73

No. 4



# More upper bracket incomes in Milwaukee and more retail sales per family

Consumer Units by Income Groups <small>(Sales Management Survey of Buying Power, 1954)</small>	Milwaukee County	Average of 25 Largest U. S. Counties	All United States
Less Than \$2,500	17.8%	22.4%	30.3%
\$2,500 to \$3,999	20.2%	23.6%	26.0%
\$4,000 to \$6,999	43.4%	36.3%	30.7%
\$7,000 and Over	18.6%	17.7%	13.0%
\$4,000 and Over	62.0%	54.0%	43.7%

Retail sales per family in Milwaukee county in 1953 averaged \$4,411—effective buying income, \$6,430. Both were 20% higher than the U.S. average and 10% above the average for the 25 largest counties (Sales Management Survey of Buying Power, 1954).

## The Milwaukee Journal

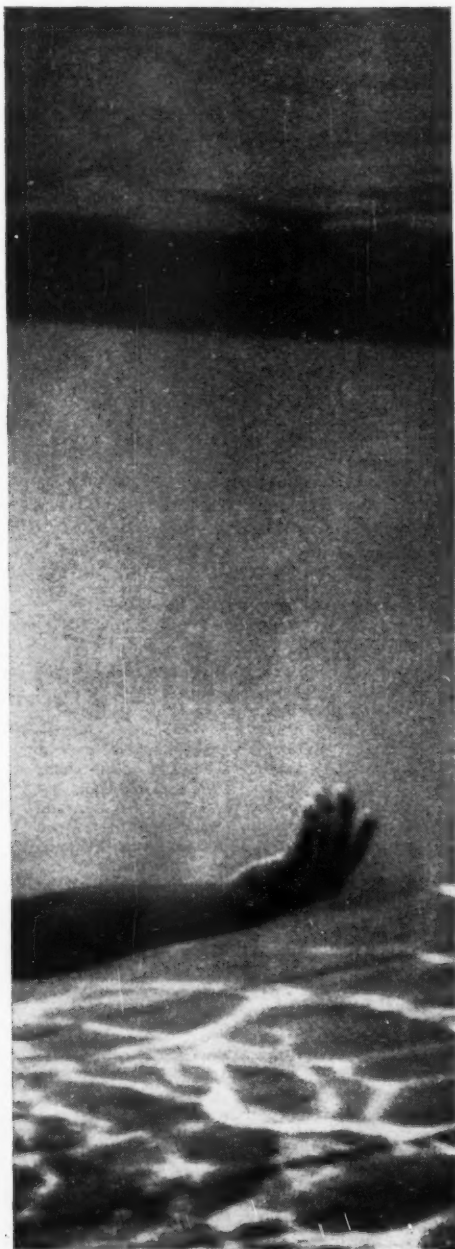
READ IN 92% OF ALL HOMES IN THE METROPOLITAN AREA

# Eddie Garcia is learning



*The Times, which has served Southern California since 1881,  
is first by far among all the newspapers of western America  
... first by far in public service, in circulation and in advertising.*

# to swim



The full name of the boy peering at the camera in the foreground of this underwater photograph is Edward Antonio Garcia. He is 11 years old. He lives on the east side of Los Angeles, in a neighborhood where, up to a few years ago, kids who didn't grow up tough had a tough time growing up at all. Until 1944, the neighborhood had a bad reputation—the worst record in town, as a matter of fact, in juvenile delinquency.

Something happened in 1944 to help change the lives of boys like Eddie Garcia. A new idea was brought into the neighborhood; an idea which provided new outlets for the energies of the boys, and which served to supplement the good work of the churches and schools in the community.

That new idea was the Los Angeles Times Boys' Club, founded in small rented quarters in 1944 and now occupying spacious and modern buildings on its own 2-acre site.

The new Times Boys' Club, completed in 1950, cost \$550,000 to build. Current operating costs total \$81,000 a year.

At the club, a boy can go swimming in a 70-foot heated pool. He can take part in a dozen sports activities in the modern gymnasium or on the big outdoor playing field. He can learn something about electronics, ceramics, woodworking, music, drama, or his choice of many other arts and crafts in the well-equipped handicraft rooms. He can read a book and find someone with whom to discuss it. He can walk into his club and feel sure that the welcome he receives is deep and sincere.

All of this—the club, the training program, the atmosphere of warmth and friendliness—is the result of the contributions of many people.

There are the many volunteer workers and instructors who donate time and talent to keep club programs going.

There is the general public, which supports the club by attending the annual Times-sponsored sports events, through which funds are raised for club maintenance.

And there is the Los Angeles Times itself, which sponsors the club as part of its continuing public service program, as one of the concrete contributions a good newspaper makes to the welfare of its community.

Anybody who has contributed, even remotely, to the success of the Times Boys' Club must feel richly rewarded watching Eddie Garcia as he paddles around in the big modern swimming pool. Anybody watching him is sure to realize that Eddie Garcia is learning to swim in more ways than one.

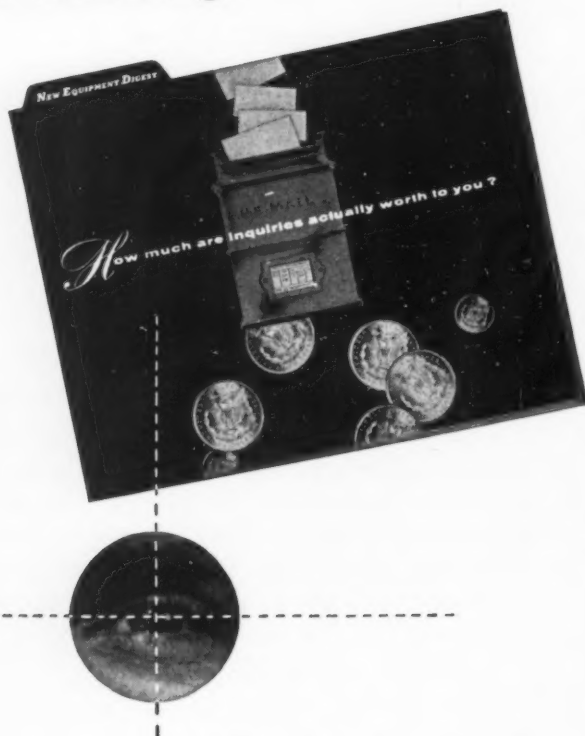
LOS ANGELES

*Times*

REPRESENTED BY CRESMER AND WOODWARD, NEW YORK, CHICAGO, DETROIT, ATLANTA AND SAN FRANCISCO

AUGUST 15, 1954

# here's an eye-opener on making more sales more easily



If, like many business men today, you are looking for more "NOW" business—want quick, tangible results from your sales force and sales tools . . . here's exciting reading you won't want to miss. In this new 32-page book, you'll find case studies of eight N.E.D. advertisers covering a one-year period. You'll see how they used N.E.D.'s proved-pulling-power of *qualified* sales leads to get lively action from *old customers* . . . profitable business from *new customers* . . . plenty of pending-action from prospects. You'll find material directly applicable to your specific sales problem—the products sold range all the way from capital goods to small maintenance items.

Be sure you get a copy of this new book. Just ask for "How Much Are Inquiries Actually Worth To You" and read it for the help it can give.

**70,000 COPIES (Total Distribution)    210,000 READERS    in over 42,500 PLANTS**

**A PENTON PUBLICATION**

**BPA**

1213 West Third Street, Cleveland 13, Ohio

**NBP**



## LETTERS TO THE EDITORS

### FROM "DOWN UNDER"

I have just completed my first year as a subscriber to your excellent journal. It is of inestimable use to me in my work as a source of reference and ideas.

We here in Australia are very small when compared to your great people but we are alive to the many advantages that accrue from good selling. In this regard we are observing with more than a kid-brotherly interest the efforts you are making to step up your domestic marketing.

I am most anxious to commence a correspondence with someone in your land concerning the subject of personal salesmanship training in all of its phases. Perhaps you could find someone for me without a great deal of effort or cost.

Frank Mitchell

Frank Mitchell & Associates  
Sales Promotion Consultants  
40 Fairfield Avenue  
Camberwell, Victoria, Australia

► Mr. Mitchell's full address is given above so if interested you can write him directly.

### WHY NOT ECONOMICAL DISTRIBUTION?

As an observer of the marketing scene I naturally have watched this Discount House development. [See *Adventures in Shopping—The Discount Houses*, installment 5, p. 58 this issue.] Those of us who lived through the early days of the super market see many points of similarity, not the least of which is the wishful thinking on the part of competition that "laws" can keep them out. The consumer will decide and for that, and its implications to the private enterprise system, we can all be thankful . . . even if we have to change some old sacred cows and turn them in for hash.

Hector Lazo

Pound Ridge, N.Y.

. . . Your attack on the so-called discount houses is still confusing to me. I have studied each article [This every-issue series began in our June 15 issue.] and so far have found nothing wrong in the competitive spirit of merchandising more economically. There are two basic philosophies that appear important.

First: The cost of distribution is as much the cost of the product as any component part, or labor, in production. I have always thought we were pointing with pride at our efficient methods of production; if so, should we not also encourage economical distribution? We hail the installation of machinery that will increase production and reduce costs; we praise every new product that is less expensive; we delight in the news of some discovery to make our needs or wants less

**SALES MANAGEMENT**



# HP&AC . . .

## Carries the Largest Volume of Advertising in Its Field

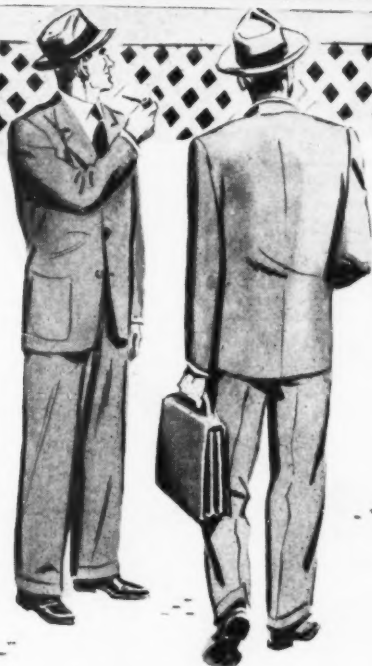
**Heating  
Piping &  
Air Conditioning**

DESIGN  
INSTALLATION  
OPERATION  
MAINTENANCE



INDUSTRIAL  
COMMERCIAL  
INSTITUTIONAL AND  
PUBLIC BUILDINGS

Heating and Ventilating Engineers



Every advertiser wants the most for his money. You get that when you use HP&AC.

HP&AC appeals **ONLY** to the engineers and contractors who purchase-control industrial and other large building heating, piping and air conditioning. This is HP&AC's specialized field.

HP&AC is the **ONLY** publication in its field with a fully paid circulation — significant in view of the fact that it also has the largest circulation in its field.

Though HP&AC has the largest circulation in its field, there is no waste circulation. We reach **ONLY** the KEY men vital to your sales, and rates are based accordingly.

HP&AC carries more advertising than any other publication in its field — currently nearly twice the volume. More agencies place advertising in HP&AC. HP&AC has more exclusive advertising accounts.

Yes, by every standard of comparison, HP&AC deserves top place on your advertising program.

### KEENEY PUBLISHING COMPANY

AIR CONDITIONING HEADQUARTERS

6 N. MICHIGAN • CHICAGO, ILL.

NEW YORK CLEVELAND LOS ANGELES



**Edited EXCLUSIVELY for the Engineers and Contractors who Heat, Pipe, and Air Condition Industrial Plants and Other Large Buildings**

**TIME is the favorite magazine of the people who buy insurance and the agents who sell it, including:**

Policyholders of Mutual Benefit Life Insurance Company • Policyholders and prospects of Northwestern Mutual Life Insurance Company (Chicago) • Policyholders and prospects of Northwestern Mutual Life Insurance Company (Boston) • U. S. fire and casualty insurance agents • U. S. life insurance agents • Leading realtors

General Managers, other top executives 49,300  
Total executives 379,100

Managers and department heads.

Administration, Finance and Accounting

Sales, Promotion, Advertising and Merchandising

Supervisors, Supervising

Production

Purchasing, Buying

Unidentified department (figures)

Total executives

Professionals

Engineers

Scientists

Mathematicians

Physicists

Chemists

Biologists

Geologists

Astronomers

Historians

Philosophers

Lawyers

Doctors

Teachers

Preachers

Politicians

Businessmen

Artists

Writers

Actors

Dancers

Musicians

Comedians

Clowns

Magicians

Acrobats

Vaudeville

Stage

Screen

Radio

Television

Photography

Journalism

Public Relations

Advertising

Marketing

Research

Development

Production

Distribution

Sales

Service

Support

Administration

Finance

Accounting

Legal

Medical

Education

Government

Industry

Academia

Arts

Entertainment

Media

Technology

Science

Environment

Health

Food

Transportation

Energy

Construction

Manufacturing

Commerce

Finance

Insurance

Real Estate

Utilities

Telecommunications

Information Technology

Media

Arts

Entertainment

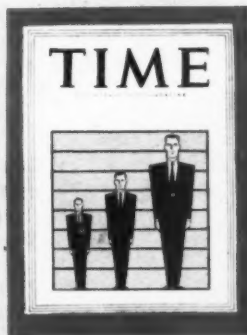
Media

Woven across these pages are just a few examples from TIME's 30-year background in market research.

**Now, TIME presents a new study, which we believe to be the most comprehensive report ever attempted on the men who manage U. S. industry.**

## TIME's Study of Executive Audiences

Ask to see report number one. Write:  
Thomas E. Ryan, Research Director.



These groups of favorite magazine

Men whose aging editor school principal and superior St. Louis citizens of

undergradu-

-class of '50 of Chicago of '50 and '51

**TIME is the favorite magazine of the key men who buy industrial building materials, including:**

Members of the American Institute of Architects • Construction, building, manufacturing, and engineering members of the American Concrete Institute • Leading home builders • Top management men in hardware jobbing companies • Leading building materials dealers • Certified property managers

General Motors Corporation 64.8  
Hudson Motor Car Company 50.0  
Kaiser-Frazer Corporation 75.0  
Mack Manufacturing Corporation 50.0  
Nash-Kelvinator Corporation 94.1  
Packard Motor Car Company 70.0  
Studebaker Corporation 62.5  
White Motor Company 66.7  
Willys-Overland Motors, Inc. 53.3  
Aviation  
Avco Manufacturing Corporation 66.7%  
Bell Aircraft Corporation 61.5  
Bendix Aviation Corporation 52.9  
Boeing Aircraft Company 92.3

**TIME is also voted the most important magazine in the U. S. by these business executives:**

Motion picture executives • Officers and directors in Poor's Register Executive secretaries of associations (trade, business, professional, educational associations and societies listed in World Almanac) • Directors

**TIME is the favorite magazine of best clothing retailers—including:**

Charge customers of French, Schaeffler customers in Dayton, Ohio, Illinois • E. T. Wright Arch Pe better men's wear stores in New York boot & shoe retailers • Lead and boys' clothing

**Hotels**

Hilton Hotels Corporation  
National Cuba Hotel  
Schine Chain Theatre  
Sheraton Corporation  
Washington Properties

**Household Furnishings**

Armstrong Cork Company  
Columbia Records, Inc.  
Eljer Company  
Gorham Manufacturing  
Hammond Instrument  
International Silver  
Magnavox Company  
Oneida, Ltd.  
Simmons Company  
Alexander Smith & Company  
Steinway & Sons

**Insurance (Life)**

Bankers Life Company  
John Hancock Mutual Life Insurance Company  
Lincoln National Life Insurance Company  
Massachusetts Mutual Life Insurance Company  
Metropolitan Life Insurance Company

**Choice magazine of**

types of government published in the

U. S. Senators, Congressmen, the "U. S. Congressmen officials in

**New England Mutual**

Co.

New York Life Insurance Company

Northwestern Mutual Life Insurance Company

Northwestern National Life Insurance Company

Penn. Mutual Life Insurance Company

Provident Mutual Life Insurance Company

Travelers Insurance Company

**Insurance (Other)**

Aetna Insurance Company

American Mutual Life Insurance Company

Co.

Employers' Group Accident and Casualty Insurance Company

Fidelity & Casualty Insurance Company

Hartford Accident and Casualty Insurance Company

Hartford Fire Insurance Company

Johnson & Higgins Insurance Company

Liberty Mutual Insurance Company

Maryland Casualty Insurance Company

U. S. Fidelity & Guaranty Insurance Company

**TIME is the favorite magazine of the industry's best customers:**

U. S. purchasing agents • Members of the American Institute of Architects • Members of the American Concrete Institute • Top management men in hardware jobbing companies • Leading building materials dealers • Certified property managers • Mortgage bankers

**Machinery, Tool**

Allis-Chalmers Manufacturing Company

American Chain & Cable Company

Inc.

Caterpillar Tractor Company

Chain Belt Company

Cooper-Bessemer Company

Deere & Company

Food Machinery & Equipment Company

Girdler Corporation

International Harvester Corporation

Minneapolis-Moline Company

Implement Co.

Warner & Swasey Company

ners for men's wear, and of men's

& Urner • Men specialty shop  
men's wear customers in Chicago,  
shoe customers • Customers of  
Chicago and Los Angeles • Lead-  
apartment store buyers of men's

64.3%  
46.2  
66.7  
40.0  
50.0

66.7%  
57.1  
55.6  
61.5  
50.0  
63.6  
40.0  
65.2  
53.3

52.9  
42.9

60.0%  
Insurance 63.2  
nce Co. 52.4  
nsurance 61.5  
Company 55.9  
any 57.1

ation's government and military  
ers also vote TIME "The most

smen, and members of state legis-  
lative Directory" and "The Book of  
ington • U. S. Pentagon officers

Insurance 42.1  
Company 43.3  
Insurance 47.6  
Insurance 57.1  
ance 41.7  
45.5  
52.0

47.1%  
Insurance 80.0  
80.0  
y of 42.3  
ity 53.1  
Company 62.5  
America 45.2  
100.0  
Company 42.6  
Company 47.4  
Company 49.0

ps of business executives who are

the Packaging Institute • Key  
Air travel cardholders • America's  
Top executives in U.S. plastics  
hotels • Executives listed in "Om-  
" • Boston executives in Poor's  
agers and operators • Securities

45.5  
57.1  
66.7  
42.1  
40.0  
42.1  
61.5  
60.7  
40.0

40.0

National Cash Register Company 47.1  
Pitney-Bowes, Inc. 41.7  
Remington Rand, Inc. 44.1  
Sound Scriber Corporation 58.3

#### Paper

Champion Paper & Fibre Company 60.0%  
Crane & Company, Inc. 60.0  
Crown Zellerbach Corporation 50.0  
Dixie Cup Company 40.0  
Hammermill Paper Company 64.3  
International Paper Company 42.1  
Kimberly-Clark Corporation 53.3  
Nekoosa-Edwards Paper Company 60.0  
Scott Paper Company 66.7  
West Virginia Pulp & Paper Company 55.6

#### Public Utilities

American Telephone & Telegraph  
Company 53.6%  
Cities Service Company 50.0  
Commonwealth Edison Company 55.6

In the following groups of the country's opinion leaders, more people read  
TIME than read any other magazine—and they vote TIME their first choice  
of all the magazines they read:

Presidents of degree-granting colleges • Headmasters of leading prepar-  
atory schools and junior colleges • First citizens of Portland, Oregon  
First citizens of Seattle • First citizens of Los Angeles • First citizens  
of San Francisco • First citizens of Memphis • First citizens of  
Cleveland • First citizens of Philadelphia

Consolidated Edison Company  
of New York, Inc. 46.7  
Detroit Edison Company 50.0  
Electric Bond & Share Company 60.0  
Georgia Power Company 52.0  
New England Telephone &  
Telegraph Co. 41.7  
Ohio Bell Telephone Company 66.7  
Pacific Gas & Electric Company 56.5  
United Gas Improvement Company 58.3  
Western Electric Company, Inc. 42.1  
Western Union Telegraph Company 57.1

#### Railroads

Baltimore & Ohio Railroad Company 52.2%  
Chesapeake & Ohio Railway 68.2  
Chicago, Burlington & Quincy  
Railroad 40.0  
Erie Railroad 50.0  
Great Northern Railway 64.7  
Missouri-Kansas-Texas Railroad  
Company 43.5  
New York Central Railroad 42.9  
Norfolk & Western Railway 47.1  
Northern Pacific Railway 40.0  
Seaboard Air Line Railroad 50.0  
Union Pacific Railroad 42.9  
Wabash Railroad 62.5

These groups of leading customers and prospects for industrial transportation  
vote TIME their favorite of all the magazines they read:

U. S. truck owners and prospects • Executives who ship by air • Freight  
and industrial site prospects of Baltimore & Ohio Railroad • Trucking  
officials • Commercial traffic executives • Aviation Co. executives • Frue-  
hauf trailer fleet owners

#### Railway Equipment

Baldwin Locomotive Works 42.3%  
General American Transportation 45.5  
Pullman-Standard Car  
Manufacturing Co. 50.0  
Union Tank Car Company 66.7

#### Retail

L. S. Ayres & Company 72.7%  
William Filene's Sons Company 45.5  
Gimbel Brothers, Inc. 50.0  
W. T. Grant Company 40.0  
R. H. Macy & Company, Inc. 75.0  
Neiman-Marcus 50.0  
S. S. Pierce Company 60.0  
Sears, Roebuck & Company 50.0  
W. J. Sloane 50.0

#### Rubber

Firestone Tire & Rubber Company 61.5%  
General Tire & Rubber Company 58.3  
The B. F. Goodrich Company 60.0  
Goodyear Tire & Rubber Company 79.2  
Hewitt-Robins, Inc. 66.1  
Kelly-Springfield Tire Company 62.5  
Seiberling Rubber Company 50.0  
United States Rubber Company 45.0

These groups of known customers and prospects of individual firms selling to  
industry vote TIME their favorite of all the magazines they read:

Industrial prospects of Blaw-Knox Co. (for construction equipment, radio  
towers, iron and steel rolls) • Industrial prospects of Alemite Division,  
Stewart-Warner Corp. (for lubrication pumps, lubricants, etc.) • Recent  
buyers of Webster Wire Recorders • Customers of The Aluminum Co. of  
America (executives in manufacturing and transportation companies, men

TIME is the favorite magazine of the guests of leading U. S. hotels and pas-  
sengers of leading rail, ship and air lines, including:

Transoceanic steamship passengers • U. S. resort hotel guests • U. S.  
air travel cardholders • Regular guests, Hotel New Weston • Passengers  
of the "City of San Francisco" • Best travel agency prospects in Mont-  
clair, New Jersey • Patrons of Delta Air Lines • Eastern Air Lines'  
patrons • Guests of the Hotel New Yorker • Guests of Lennox &  
Mayfair hotels • Patrons of the Waldorf-Astoria • Regular airline travelers

TIME readers hold key positions in  
their community. In Kenosha,  
Wisconsin, for instance, TIME  
readers include:

Owner, Hastings Realtors  
Partner, Isermann Bros. Clothing Store  
Partner, Arvid Johnson & Son, Contractors  
Owner, High Speed Service Station  
Owner, Konrad's Jewelry Store  
Owner, Brassville Hotel Bar  
Partner, Badger Automatic Products Co.  
Owner, Leonard Service Station  
Partner, Lockwood Oil Co.  
Partner, Davies-McCall Agency Inc.  
Partner, Curtain Stretchers, Manufacturing  
Partner, Barden-Moeller Inc.  
Partners, Moriarty Manufacturing Co.  
Owner, Livestock Dealer  
Owner, General Repair Shop  
Publisher, "The Kenosha Labor"  
Partner, Gottfredsen & Nicoll, Jewelry Store  
Partner, G. Leblanc Co., Manufacturing  
Owner, D. B. Pedley & Sons, Oil Dealers  
Owner, Pfennig Real Estate & Insurance  
Owner, Real Estate Agency  
Owner, Outdoor Advertising Co.  
Partner, Yule Truck Lines  
Owner, Real Estate Agency

TIME is the favo-  
rable industry's best c

U. S. purcha-  
executives in  
best prospec  
industry • M.  
cial Director  
Retail execu-  
executives •

TIME is the first-choice magazine of U. S. college graduates and undergradu-  
ates, including:

U. S. college seniors—class of '51 • U. S. college seniors—class of '50  
Younger Dartmouth alumni • Princeton graduates • U. of Chicago  
students • M.I.T. graduates • Engineering graduates—class of '50 and '51

Owner, Barber Shop  
Owner, Segal's Ready-to-Wear  
Owner, Great Lakes Battery Co.  
Owner, Accountants  
Owner, Stahl Real Estate & Insurance  
Owner, Accountants  
Owner, Thomsen's Restaurant  
Owner, L. Turner & Sons, Florists  
Owner, H. Whelihan Grocery Store  
Owner, R. B. Whitaker Real Estate  
President & Treasurer, A & K Beverage Co.  
President, Kenosha Ford Inc.  
President, Sullivan & Becker Machine Co.  
President, Kenosha Glass Co., Retail Glass  
President, Coopers Inc., Manufacturing  
President, Passing Eye Inc., Auto Accessories  
President, Frost Co., Manufacturing  
President, Gordon Lumber & Supply Co.  
President, Holm's Manufacturing Co., Tools  
President, Badger Fuel & Supply Co.  
President, Kenosha Wholesale Grocery Co.  
President, Mullen's Inc., Department Store  
President, Studio Inc., Photographers  
President, Kenosha Lumber & Coal Co.  
President, Culligan Soft Water Service Co.  
Vice President, Lowe Inc., Publishing  
Vice President, Holm's Manufacturing Co.  
Vice President, Coopers Inc., Manufacturing  
Vice President & Treasurer, Kenosha

TIME is the fav-  
materials, includ

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jobbing com  
property ma

# TIME

The Weekly Newsmagazine  
9 Rockefeller Plaza, New York 20, N. Y.

Wholesale Grocery Co.  
Vice President, Lowe Inc., Publishing  
Vice President, Nash Kenosha Inc.  
Vice President & Treasurer, Peter Pirsch &  
Sons Co., Manufacturing  
Vice President, First National Bank  
Vice President, Frank L. Wells Co.  
Vice President, Macwhyte Co.  
Secretary, Kenosha Building & Loan  
Secretary, Badger Fuel & Supply Co.  
Secretary, Dynamic Corp., Manufacturing  
Secretary & Treasurer, Korl's Sixth  
Avenue Inc., Clothing Store  
Secretary, Nash-Kelvinator Corp.  
Treasurer, Arneson Foundry Inc.  
Treasurer, Holm's Manufacturing Co.

These groups of  
vote TIME their

U. S. truck



**GROOM your product  
for greater sales...**  
Merchandise more in '54 with  
eye-catching H&D "Selmors®"



Write for booklet,  
"How to Select  
Vending Displays"

**HINDE & DAUCH**

Sandusky 16, Ohio

## LETTERS

in price. Why should we demand that there be no new development in distribution? Distribution now costs somewhere between 25% and 60% of the sale price of most products; why should that not be reduced if possible?

Second: The sale price is based on sales and service imposed on the buyer whether wanted or not. If the buyer wants a degree of service should he have to pay the same as one who demands more service? There is a vast difference in the percentage of markup needed by the different types of retail and wholesale organizations. How can the manufacturer set the price for all without making it high enough for the most inefficient?

This reminds me of the local level fight a few years ago opposing the chain stores. Economical distribution won then and will this time. Customers make any market.

C. Lynn Grojean

Vice President  
Huddleston Lumber Co.  
Three Rivers, Mich.

► Your letter was doubly interesting, Mr. Grojean, because you say we are attacking the discount houses; in the same mail another subscriber argued we are favoring the discount houses and harming manufacturers who try to maintain their prices. This happens every day and goes a long way toward convincing us that we have been reasonably successful in keeping an objective attitude toward this big question.

... I have read your editorial in the July 1 issue concerning discount houses. [Trends, p. 33]. You have concluded that the final decision rests with the manufacturer to police his sales to the extent of eliminating distribution through discount houses. Thus distribution would be returned to normal retail channels and the consumer will once again pay \$369.95 for his Westinghouse Frost Free refrigerator instead of the \$286.33 from the discount house. This means that as a consumer I would be faced with a premium of \$83.62.

You have not established that it is purely desirable for the distribution of appliances and other items to be returned to regular retail outlets. The two most obvious reasons would be that any major shift of the buying habits of people from retail stores to discount houses would cause a fairly substantial upheaval and would therefore be undesirable. A valid argument, perhaps, but one that wouldn't be enthusiastically accepted by the customer paying the premium price. Secondly, it could be stated that the retailer will offer services that the discount houses cannot afford. This is actually the crux of the matter.

Potentially a dealer can offer terms, delivery and service. Of the three, service is by far the most important. If he has the necessary facilities, adequate spare parts inventory, sufficient manpower and

SALES MANAGEMENT



# HOW NOT TO LOSE A \$50,000 ORDER

## this manufacturer LOST one!

This is how the Advertising Manager of a well-known manufacturer told it to a CONSULTING ENGINEER representative:

"We've been in business a long time. We thought everyone knew our company and our reputation for high quality products. It seems they didn't, for here's what happened.

"We had a \$50,000 order in the bag. The owners and the general contractors were well sold; we were even writing up production schedules. Then the owners called us in. Said they were concerned because the specifications, prepared by a large firm of consulting engineers, called for another make of product 'or equal.' To our amazement, they said the consulting engineers were not sure that our product was 'equal.'

"We assured them that of course it was equal if not better, and said we'd get it fixed up at once by seeing the consulting engineers. Our Chief Engineer and Sales Manager caught a plane and visited the engineering firm. They did the best they could, but it was no use. They were told: 'We recommend what we know, gentlemen. Yours may be the finest on the market, and if we find out it is, we may be specifying yours. But we don't know it now. Our clients can insist on your product if they care to, but not with our recommendation.'

"The clients didn't. They had paid for advice and followed it. We can't rightly blame the consulting engineers; we missed the boat because we didn't have them sold on our product. It has taught us a lesson."

## SELL the MEN who WRITE the SPECIFICATIONS



*The Consulting Engineer's  
Professional Magazine*

Write for details of  
Coverage, Advertising  
Rates, and Complete  
Publication Information

### Some of the Products and Services Advertised During the Past Year in CONSULTING ENGINEER

**AIR & DUST FILTERS & COLLECTORS**  
dust collectors  
electrical precipitators  
**AIR POLLUTION CONTROL**  
**ANTI-CORROSIVE & PROTECTIVE COATINGS**  
**BOILERS AND BOILER ACCESSORIES**  
dampers  
**CINDER & FLY ASH EQUIPMENT**  
ash handling systems  
stacks  
**COAL AND BULK HANDLING**  
**CONTROLS, REGULATORS & INSTRUMENTS**  
control panelboard  
draft gages  
liquid level gages  
meters  
temperature regulators  
**CONVEYORS**  
sludge collectors  
tubular conveyors  
**DRY ICE CONVERTERS**  
**ELECTRICAL DISTRIBUTION**  
bus duct  
circuit breakers  
conduit and wire  
rectifiers  
switchgear  
unit substations  
**ENGINEERING, CONSULTANTS & CONSTRUCTION COMPANIES**  
**ENGINEERING PUBLICATIONS**  
**ENGINES**  
diesel  
**FANS & BLOWERS**  
centrifugal blowers and exhausters  
draft fans  
**FLOORING**  
**FUELS & FIRING EQUIPMENT**  
burners  
coal  
heaters  
stokers  
**HEAT EXCHANGER EQUIPMENT**  
cooling towers  
condensers  
converters  
de-aerator heaters  
preheaters  
**LOADING RAMPS**  
**LUBRICATION, OIL FILTERS & PURIFIERS**  
filters  
lubricators  
**MARINE GEAR**  
**MATERIALS OF CONSTRUCTION**  
aluminum  
steel fabrication  
**MUNICIPAL GARBAGE-COOKING UNIT**  
**PACKAGED STEAM GENERATORS**  
**PACKING & GASKETS**  
**PIPE & FITTINGS**  
expansion joints  
piping and fitting  
**PLANT SITE LOCATIONS**  
**PUMPS**  
**REFRACTORIES**  
**REPRODUCTION EQUIPMENT & SUPPLIES**  
**SOOT BLOWERS AND CLEANERS**  
**STEAM SPECIALTIES**  
steam traps  
**STORAGE SYSTEMS**  
silos  
storage bins  
**STRUCTURAL MATERIALS**  
concrete wall panels  
industrial doors  
metal walls  
stainless steel walls  
**THERMAL INSULATION**  
**TOLL HOUSE**  
**TRANSFORMERS**  
**TURBO-GENERATORS**  
**VALVES AND FITTINGS**  
**VENTILATORS & VENTILATION SYSTEMS**  
**WATER TREATMENT**  
boiler treatment  
chemical feeders  
de-ionizing units  
demineralizer  
proportioners  
purification  
reactors  
zeolite softeners

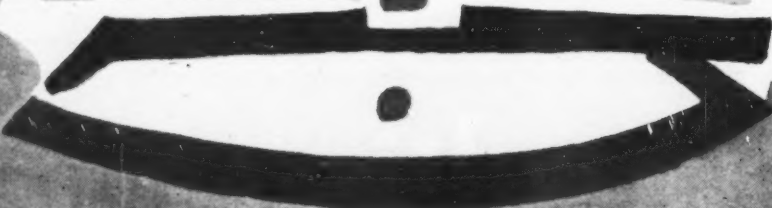
# consulting engineer

Published by Industry and Power Publications, 420 Main St., St. Joseph, Mich.

Sales Offices: New York, Philadelphia, Cleveland, Chicago, Los Angeles



Presidio Ave. California  
& Market Streets





## Now WBC means San Francisco, too

San Francisco's first television station, KPIX on Channel 5, has joined the group of radio and television stations operated by Westinghouse Broadcasting Company in key centers of the country.

KPIX is WBC's kind of station. It's the Number One station in San Francisco's one-million-set metropolitan area—as much a part of its daily life as the cable cars, hills, bays and bridges. As a WBC station, KPIX will continue the policies and programming that have placed it first with these people it serves and sells.

For more information about KPIX, now that it's part of the finest station group in the country, ask the National Representatives, the station sales staff, or call Eldon Campbell, WBC National Sales Manager. His number is PLaza 1-2700, New York.

KPIX channel 5



KPIX, San Francisco  
WBZ-WBZA-WBZ-TV, Boston  
KYW-WPTZ, Philadelphia  
KDKA, Pittsburgh  
WOWO, Fort Wayne  
KEX, Portland

WESTINGHOUSE BROADCASTING COMPANY, INC.



National Representatives: Free & Peters, Inc.  
KPIX, San Francisco, represented by the Katz Agency, Inc.



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S-D research services are tailored to your particular needs. Any, or all, of these services are available to you:

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When you are considering a marketing research survey we would be glad to discuss your project with you.

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## LET EAGLE RUBBER TOYS SELL YOUR PRODUCT



EAGLE RUBBER COMPANY, INC. ASHLAND, OHIO

## LETTERS

above all the desire to give service, then it is entirely reasonable and practical to ask for, and get, a premium price. However, all too often service departments are awkward appendages, hung on a retail store as an afterthought—understaffed, inadequately trained and with too few spare parts to serve even the most minor breakdown. Thus, in part, the retailers themselves have aided and abetted this switch in buying habits.

You state that the consumer feels that with a cash saving made by purchasing at a discount house he can afford to pay a repair man should it be necessary . . . It is more likely that the consumer has had unfortunate experiences with retail stores in trying to obtain repairs or service when the premium he must pay the retailer should entitle him to such service.

I don't think that manufacturers or anyone else can so control their sales as to eliminate discount houses, but you can make it more attractive to buy through the retailer than through the discount house. The key to the problem, therefore, becomes a greater degree of cooperation between the retailer and the manufacturer to establish a greater degree of service and repair facilities so that the consumer feels he is getting a return for his additional dollars.

William H. Chadbourne

Sales Manager  
The Danielson Manufacturing Co.  
Danielson, Conn.

### THE TROUBLE WITH SOME SALES MANAGERS

I think Gene Whitmore's article on what we say to salesmen is very good [SM, July 1, p. 40].

Unfortunately we still insist on making sales managers out of people who have no qualifications except that they themselves did a pretty good job of individual selling. If the sales manager would still continue to discuss the practical methods of making a sale which he must have developed as an individual salesman, then his messages to salesmen would be worth something.

Too frequently, however, the new sales manager begins to get new ideas, many of which are impractical, and he begins to think in terms of generalities instead of specific comments and very easily falls into the various categories Gene has outlined.

I think that fundamentally his picture is correct and only wish more sales managers would seriously apply the article to themselves.

George S. Jones, Jr.

Managing Director  
Air-Conditioning and Refrigeration  
Institute  
Washington, D.C.

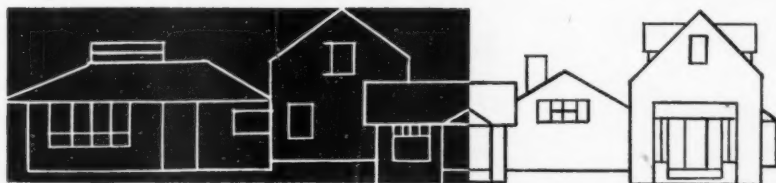
SALES MANAGEMENT



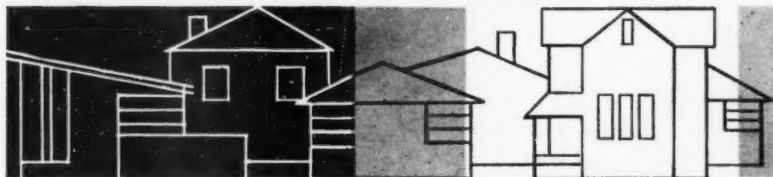
# MAKE 26% MORE SALES CALLS WITH THE OREGONIAN

Here is your daily sales coverage  
of the home market in Portland Oregon

THE OREGONIAN REACHES 60.7% OF PORTLAND HOMES



45.2% READ ONLY THE OREGONIAN



15.5% TAKE  
BOTH PAPERS

32.8% READ ONLY  
THE SECOND PAPER

6.5% TAKE  
NEITHER PAPER

DATA presented here was obtained from a survey of the Portland, Oregon A. B. C. City Zone Home Market by Dan E. Clark II & Associates. Personal interviewing at Portland homes covered the period from Oct. 15 to Nov. 20, 1953.

The Oregonian is **FIRST** in...

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**General Advertising**  
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...because The Oregonian reaches more people  
than any other Portland newspaper

**the Oregonian**  
PORTLAND, OREGON

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Represented Nationally by Maloney, Regan & Schmitt, Inc.

regardless of title

# Mill & Factory reaches the men your

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COLTS MFG CO  
VAN DYKE AVE  
HARTFORD CONN  
RE-2  
1-49

**MNT ENG**  
TEL TOOL WORKS  
2501 N KEELER AVE  
CHICAGO ILL

**GEN MGR**  
DELCO PROD DIV  
GENERAL MOTORS CORP  
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DAYTON OHIO  
GR-4  
R-40

**FACTY MGR**  
C. H. WHITE  
WKS DEPT  
CONS VULTEE ATRCH CORP  
FT WORTH TEX  
12-54

**SUPT T & D SHOP**  
W. H. HING  
AVIATION DIV  
BINGHAM-HENRY CORP  
FREMONT OHIO

**SUPT MNT**  
E. J. E. VIGOR  
JONES & LAUGHLIN STEEL  
PITTS WORKS DIV  
PITTSBURGH PA  
W 5-53

**VP**  
ALTHA CORP  
SE CO  
IDORF IOWA

**TL SUPV**  
C. B. CHATFIELD  
CHRYSLER CORP  
LYNCH RD PLANT  
DETROIT MICH  
GO-4  
3-49

**WKS MGR**  
E. W. CONNORS  
ALLIS-CHALMERS MFG CO  
6 S 70TH ST  
MILWAUKEE WISC  
FJ-5  
1-49

**PROD SUPT**  
H. H. GREEN  
LYMPIC BL  
AL-8  
ES 13  
1-51

**VICE PRES MFG**  
W. E. CHILL  
NATL CASH REGISTER CO  
DAYTON 9 OHIO  
GK  
W R-50

**MM**  
BETHLEHEM STEEL  
NORTHAMPTON PLANT RE-2  
BETHLEHEM PA

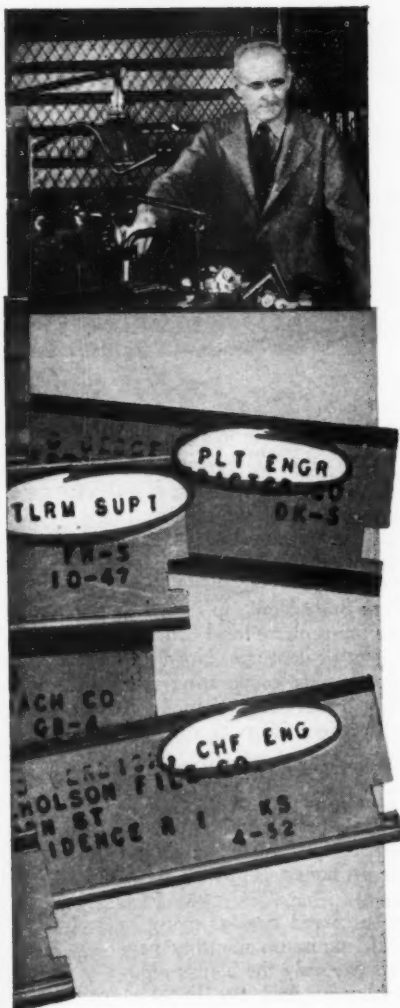
NBP

CCA

A CONOVER-MAST PUBLICATION

# salesmen must see to sell!

**The men behind these stencils mean orders for you**



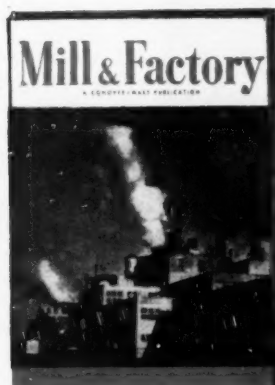
The men behind these MILL & FACTORY stencils have one thing in common—they are all industrial executives who make the actual buying decisions.

As your salesmen know, men like these are hard to identify. Because titles and buying patterns vary from plant to plant, real buying influences can be located *only after repeated plant calls*.

MILL & FACTORY uses this same personal sales-contact principle to build and maintain its circulation. A nation-wide staff of 1,645 industrial sales engineers—men who sell machinery, equipment and supplies, *know* the buying and specifying patterns in the worthwhile plants throughout industry.

Only proven buying influences, regardless of title, are selected to receive paid copies of MILL & FACTORY.

This uniquely successful Conover-Mast Franchise Circulation Method assures you of *maximum advertising impact*—because MILL & FACTORY reaches the same men, regardless of title, your salesmen must see to sell.



205 EAST 42nd STREET • NEW YORK 17, N. Y.





**WESTERN  
ROUNDUP**  
4 to 5 pm  
MONDAY thru SUNDAY  
Sells Metropolitan  
N.Y. • N. J. Market  
for the  
**FISCHER BAKING Co.**  
**Do you have  
a sales problem?**  
channel **13** watv  
TELEVISION CENTER, Newark 1, N.J.  
Rep: Weed Television Corp.

## THE HUMAN SIDE



THEY COME IN CADILLACS . . . they come on foot. Sometimes they make a deposit which requires an adding machine. But many of them come to buy false teeth on time.

### Debentures or Dentures? This Bank Sells False Teeth

Americans buy washing machines and TV sets "on time." Why shouldn't they buy false teeth on a pay-as-you-wear-'em plan . . . through a bank which would pay the dentist spot cash for dentures and service and arrange practically painless payments? The denture-sporter would repay the bank and use his new molars simultaneously.

So reasoned the officers of Highland Park State Bank, in suburban Dallas. And so they submitted their idea to top-ranking local dentists; were told the plan was as sound as a good set of dentures. Now, 148 members of the Dallas County Dental Society are cooperating with the bank on the Dental Plan. Since May 1952, more than 1,400 Dallas County citizens have paid for teeth or dental service this new way.

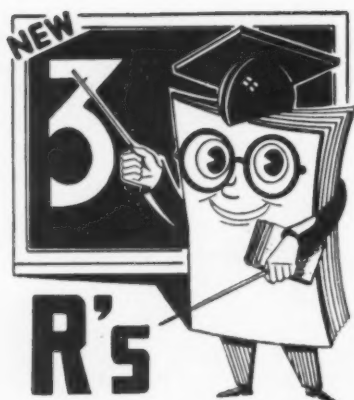
Everybody's happy—the dentists who usually aren't set up to handle long-term financing; the patients who get expert dental care, with a minimum of financial strain, when they need it. And the Highland Park bank—which naturally likes to make an honest penny.

Let's say a dental bill is \$240: It can be spread over as many as 24 monthly payments. For a good-size bill, minimum monthly payment usually is \$10. Dental Plan customers pay only the bank's regular interest on financing household purchases. And the denture-financer needn't be a depositor with HPSB—or any other bank. The only requirement: good credit rating.

Most customers make their payments promptly. Bad debt losses have been only about three fourths of 1%—slightly less than on the bank's household appliances accounts. False teeth bought under this Dental Plan aren't regarded as collateral. But one man, angry at his dentist and behind with his payments, removed his dentures and handed them to the bank's collector, who duly brought them in!

Many customers had never passed beneath the ornate *porte cochere* of this bank until they went there to open a Dental Plan account.





## Readers

Dominant and almost complete one-paper coverage of this great market on every Buying day.

## Results

Positive sales results assured by 92% circulation concentration in all-important Cuyahoga County.

## Research

Continuing Cleveland Press market research gives a quick and sure measurement of those advertising results.



For this institution, with its up-and-coming ideas for serving people of small income, is a bit of a paradox. It's situated in one of the world's wealthiest residential sections—an area so exclusive that it steadfastly refuses to become part of adjoining Dallas. Year after year it maintains its separate township status.

Set in the midst of this magnificence is the bank, laid out with a careful eye to distinctive architecture and spacious effect. Although thousands of shopping dollars are spent each year in the famous Shopping Village it has no bustling air of commerce.

The bank, no doubt, could have gotten along nicely with deposits of Highland Park and environs. Matter of fact these customers are solicitously catered to—for example, with adding machines for totaling their large deposits.

But under Weldon U. Howell, president since 1950, the bank has expanded its operations beyond the opulent confines of Highland Park. The Dental Plan pulls in customers from Dallas and Dallas County. The bank's merchandise Charge Plan brings customers from all parts of Texas. Equipped with an HPSB credit card a shopper may say "charge it" in any of the 113 member stores. She pays no more than if she had separate charge accounts or paid cash.

Bankers come from all over the country to study the bank's methods. After all, the bank, which opened in 1939 with a capital of \$100,000, has assets of over \$20 million. And dentures are swelling the figure!

## The Gifts Go 'Round and 'Round

John W. Ludewig, in Minneapolis, runs a wedding gift exchange shop based in part on the "I-can-get-it-for-you-wholesale" craze. It works like this:

A bride-to-be, casually remarking that she has no Toastmaster, ends up with six as wedding presents. Scurrying around to exchange the duplicate items, she takes one to a local department store to be credited. The store, noting absence of the identification mark it places on its Toastmasters for exchange transactions, says there has been some mistake and declines to take the item.

Eventually, the bride realizes that all or most of the Toastmasters have been purchased "wholesale" and cannot be returned anywhere.

Then she looks up John Ludewig, 29, ex-washing machine salesman, whose paneled display rooms in the basement of his home are lined with racks containing such items as Sunbeam and Cory coffee-makers, an Osterizer blender, Filter Queen vacuums, Emerson radios and brand-name cooking utensils.

The bride pays 10% of the retail price of the item she is turning in, and purchases some other item or items for approximately the same value.

One bride turned in two Sunbeam percolators retailing for \$27 each. She paid the \$5.40 handling fee and then, although married only a week, purchased an outdoor baby crib called a Kiddy Koop for \$35 and a set of knives retailing at \$25.

Ludewig says there is no brand-name merchandise which is not available to him. Distributors are eager to see him and retailers, who over-buy on an appliance or are stuck with over-priced items, find an easy out through Ludewig.

The place is called the Recherche Wedding Gift basement!





# Tagged for Higher Profits

You'll make the best use of valuable time and increase your earnings, too, when you fly. Businessmen prefer the convenience and economy of Capital Airlines' service. And for on-time, low-cost deliveries, they also prefer Capital Airfreight.

General Offices: National Airport,  
Washington 1, D.C.

## **Capital** AIRLINES

*Over 500 Flights Daily between 75 Major Cities*



# WBBM GOES TO





*...with your product!*

In supermarkets today, with their stocks of some 5,000 items and brands (all of them competing for the shoppers' attention), it takes something *extra* to maintain fast turnover. That's why WBBM has added a new dimension to food-store marketing...

### *WBBM Supermarketing*

Once you qualify, WBBM Supermarketing arranges for *week-long* displays of your product in all participating stores, including 850 stores of the Kroger, A&P, National Tea, and Jewel chains. Together, these 850 stores account for approximately 50% of all grocery sales throughout the entire metropolitan Chicago area.

Thus, your product gets the most effective two-way advertising-plus-merchandising selling in the Chicago area. In the stores, for a full week at a time... and on Chicago's biggest station, which has the largest audience (45% larger than the nearest competitor's)... the most quarter-hour wins (almost twice as many as *all other* stations combined)... and the most locally-produced shows (8 of the top 10, 13 of the top 15).

If you're in the market for customers in Chicago, get all the information on WBBM Supermarketing by calling Bill Miller at WBBM (Whitehall 4-6000), or the nearest CBS Radio Spot Sales office.

50,000 watts **WBBM RADIO**

Chicago's *Showmanship Station* • 780 kc

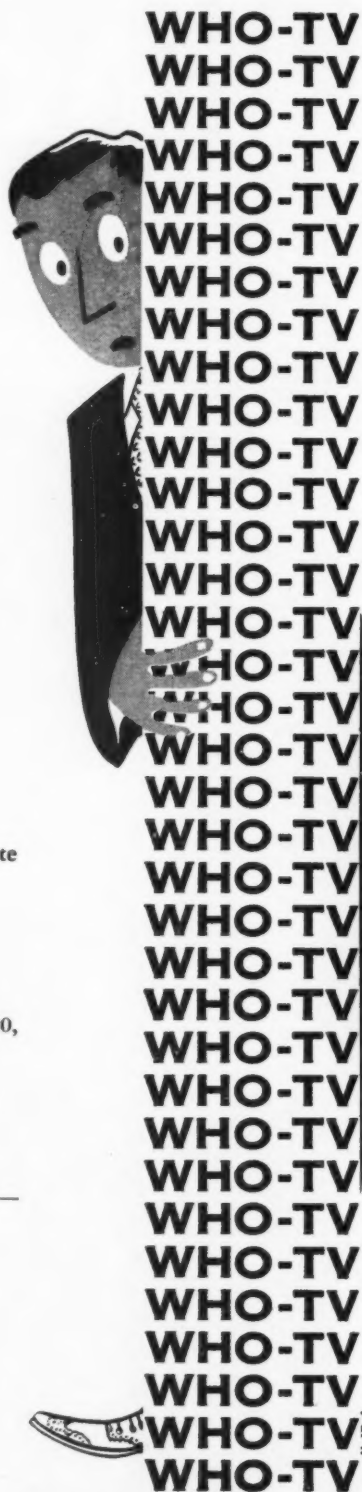
Sources on request.

# You must face the FACTS!

**T**hanks to the annual "Iowa Radio-Television Audience Survey" conducted for the past sixteen years by famed Dr. Forest L. Whan, you can know more about the listening-viewing facilities, habits and trends in this State than in any other area in the Nation.

Projecting all recent figures, you'll find that WHO-TV offers you ready access to 227,000 television sets in Central Iowa — an area that includes an urban population of 566,300, a rural population of 545,100. These 1,111,400 people have an effective buying income of over 1.7 billion dollars.

WHO-TV is, we believe, the first station ever to go on the air with programming from 6 a.m. to 12 midnight — with the finest NBC-TV network programs . . . the best local programs, *plus* one of the Nation's largest local-talent staffs. Ask Free & Peters!



## WHO-TV

Channel 13 • Des Moines • NBC



Col. B. J. Palmer, President  
P. A. Loyet, Resident Manager  
Free & Peters, Inc.  
National Representatives



## COMMENT

### Can You Justify Your Price Spread?

People in marketing have been given fair warning that the cost of distribution will figure in this year's congressional campaigns.

The Committee on Agriculture of the House of Representatives has just issued "Farm Prices and the Cost of Food," an eight-page pamphlet which undoubtedly will be the basis for speeches by many candidates. Before we quote passages you may hear from campaign platforms, let us remind you that the House committee is headed by Clifford R. Hope (R., Kan.) and the majority of its members are Republican. This report cannot be scorned as the product of scattered-brained idealists "who've never met a pay roll."

Sample quotes:

"Out of each dollar spent by the American housewife for domestically produced food, 56 cents now goes for processing, marketing, and transportation charges. The farmer receives 44 cents. Of this 44 cents, approximately 30 cents goes to purchase tractors, trucks, plows, gasoline, fertilizers, and other supplies required by modern farming.

"Thus the farmer and his family have about 14 cents out of each consumer dollar spent for domestically produced food for their work and their investment.

"The farmer's share of the consumer dollar has dropped in recent years and months as farm prices have declined, while retail food prices have remained at 1952 peak levels."

Congressmen seldom spend much time on issues which are not of immediate concern to their constituents. They try hard to satisfy the wants and needs of the people they represent. They have issued this report because they sense the public is concerned, if not militant, about consumer prices today.

On the business side, one of marketing's best friends, Ralph Starr Butler, for many years head of advertising for General Foods Corp., calls attention to public concern with distribution. His comment on page 36 of this issue—"Warning: The Public Believes Distribution Costs Too Much Now"—is timely reading. Mr. Butler stresses the fact that the public has full confidence in the efficiency of the American manufacturing system. Every year people are exposed to hundreds of examples of ways industry has found to make products better, cheaper and more attractive. Manufacturing heads are seldom called upon to defend production costs. This is not nearly so true of distribution. More examples from the House Agricultural Committee report:

"In the last half of 1947 the farm value of the corn in a 12-ounce package of corn flakes was 4.5 cents and the average retail price was 16 cents. In the first three months of 1954 the farm value of the corn in this package of corn flakes had dropped to 3 cents, while the average retail price of the corn flakes had jumped to 22 cents.

"A shirt—a \$3.95 cotton shirt—contains about 30 cents' worth of cotton. That's what the farmer gets. Cutting back the price of cotton would mean very little in the price of a shirt.

"A 5-cent peanut candy bar contains about one-half cent's worth of peanuts, and if the confectioners got their peanuts free this would not change the price on a 5-cent candy bar—although a few more peanuts might be added."



## We Can Help You Build Your WAREHOUSE or SALES OFFICE in Central BIRMINGHAM

**BIRMINGHAM**—geographic and distribution center of the South — is the logical location for serving and selling fast growing Southern markets.

From Birmingham the average distance to other major buying centers in the Southern States is shorter than from any other city. That is why so many companies are placing warehouses and sales offices here.

### Our Committee Can Assist You in These Ways

1. Prepare for you in confidence a study of your markets in the South.
2. Obtain for you rail and truck rates on your products to points in the South where you sell.
3. Help you find a desirable location for your warehouse.
4. Work with you in financing and constructing a warehouse according to your specifications.
5. Cooperate with you to the fullest in helping your business grow with Birmingham.

★ ★ ★ ★ ★ ★ ★ ★

Our Committee cordially invites you to make an early visit to Birmingham and appraise present opportunities for a warehouse here that will serve the South. Let us know when to expect you.

**BIRMINGHAM  
COMMITTEE OF 100**  
1914 Sixth Ave., N., Birmingham, Ala.





## PROSPECTING PAYS OFF IN GRIT-AMERICA!

In highly competitive times like these, it pays to prospect for new, rich markets. Just such a market is that made up of the Small Towns of less than 2,500 population. In 16,000 of these Small Towns, one national publication—GRIT—stands out with a higher concentration than any other!

Readers pay 10¢ a copy—\$5.20 a year to read GRIT. And because 85% of GRIT circulation is single copy sales, readers have 52 times a year to re-affirm their desire to read it.

GRIT is a *complete* family publication—with features for every family member. They love it—as some 3¼ million readers weekly can testify.

GRIT has demonstrated its power to advertisers (See Case History No. 20). This power is proved, in case after case, in GRIT Annual Reader Surveys.

*If you would like to see some outstanding sales results from the great impact of GRIT on its readers . . . we'll be pleased to show you.*

### CASE HISTORY No. 20

#### A Razor Blade Hits Pay Dirt!

For four consecutive years Treet Razor Blades have advertised in GRIT!

Result? During this period preference for Treet Blades has risen by 19% among GRIT Families.

**YES — YOU CAN STILL  
STRIKE IT RICH  
IN OUR COUNTRY**



## GRIT PUBLISHING COMPANY

WILLIAMSPORT, PA.

Represented by Sclafaro, Meeker & Scott in New York, Chicago, Detroit Philadelphia and by Doyle & Hawley in Los Angeles and San Francisco.

Privately-owned food processors and marketers have been in the middle of the argument over the proper spread between the price laid down at the factory and the price charged at retail. Little is said about the co-operatives, some of which tower far above privately-owned firms in annual sales. Generally their prices are not significantly lower. Is their "spread" too much, too?

Not nearly enough information is available to warrant a statement that either manufacturing or distribution costs are "too high." We doubt that the public cares what *percentage* of the consumer price is manufacturing cost and what distribution charge.

The consumer wants a good buy—a good value for the money.

The Federal Trade Commission, with a Republican chairman and a majority of Republican members, has just issued its long-awaited report on domestic coffee prices. The FTC blames poor crop reporting, speculation, and Brazil's mandatory export price (jumped from 53 cents to 87 cents). You may disagree with the findings, but you will find this report fans the flame of consumer concern with cost of distribution.

It was convenient, under the 20 years of Democratic rule, to dismiss such reports as politically motivated. This year, if you disagree, you'll have to argue the points on their merits because the Government in Washington is known as the "businessman's administration."

Political leaders are more aware than businessmen that people are quick to embrace symbols of their complaints. The fact that a government agency, and one in control of the party in power, takes a poke at distribution adds credibility to the findings. Coffee easily can become the symbol of protest against artificially boosted prices. Even if people do not seem particularly excited about coffee prices today they can become red hot by election day, under aggressive congressional campaigning.

It has been suggested that a study of distribution costs be made a project of the Ford Foundation. We will be glad to report other suggestions for getting the data so badly needed now.

## Better Product Design

"Living Insurance" is the name Equitable Life Assurance Society of the United States has given to a new policy. Equitable is investing \$1 million in four months to get the expression into general circulation.

As the name implies, Living Insurance emphasizes the values during his or her lifetime of insurance for the person being insured. Quite a departure from the conception of estate planning and insurance payable after death.

The new policy is being packaged in the large economy size. The minimum policy is \$10,000. Buyer benefit: Lower sales and service charges make possible lower premium costs.

Another feature: flexibility. For instance, if you take out the policy at age 35, you are guaranteed the right at age 55 to adjust your policy so that you will not have to pay further premiums after 65. Or you may exercise the privilege of changing to a policy which will permit you to collect the full face amount at 65.

Have you taken a fresh look at your well-established product to see if you can redesign it for more useful user-benefits?

# SUCCESS STORY



This is how Robert Svensson, Sales Promotion Director, Harris and Frank, retail store chain in California tells it in his own words. "We conducted a sales contest among sales personnel of our 16 stores with the grand prize a trip to Europe via Trans World Airlines. TWA not only took care of all details—they actually helped us promote the contest. The results—based on increased sales—were most gratifying."

For information on how TWA Travel Awards can help you get action, write to Travel Awards Program, Dept. SM 8-15, TWA, 380 Madison Ave., New York 17, N. Y.

**TWA travel awards get SELLING ACTION**  
Fly the finest... FLY TWA



**WHBF • tv**

CBS for the Quad-Cities

is now operating on  
**100,000 watts**

This maximum power covers  
the Quad-Cities and the surrounding trade area . . .  
**264,800 TV set owners**

LES JOHNSON, V. P. and Gen. Mgr.

*Quad-Cities' favorite*

**WHBF**

AM  
FM  
TV

TELCO BUILDING, ROCK ISLAND, ILLINOIS  
Represented by Avery-Knodel, Inc.

# Increase Sales Efficiency



**SHARP  
COMPETITION  
AHEAD**

*"One reason for industry's continued plans for heavy investment in new plants and equipment seems to be that businessmen are looking beyond the current letdown in sales to new growth in the future.*

*"Perhaps even more important in plans for expanding capacity is the aim of individual companies to increase their share of the market. In industry after industry, companies report that their sales will expand much faster between 1953 and 1957 than will the sales of their competitors."*

From the Seventh Annual Survey —  
"Business' Plans for New Plants and  
Equipment 1954-57," conducted by  
McGraw-Hill Dept. of Economics.

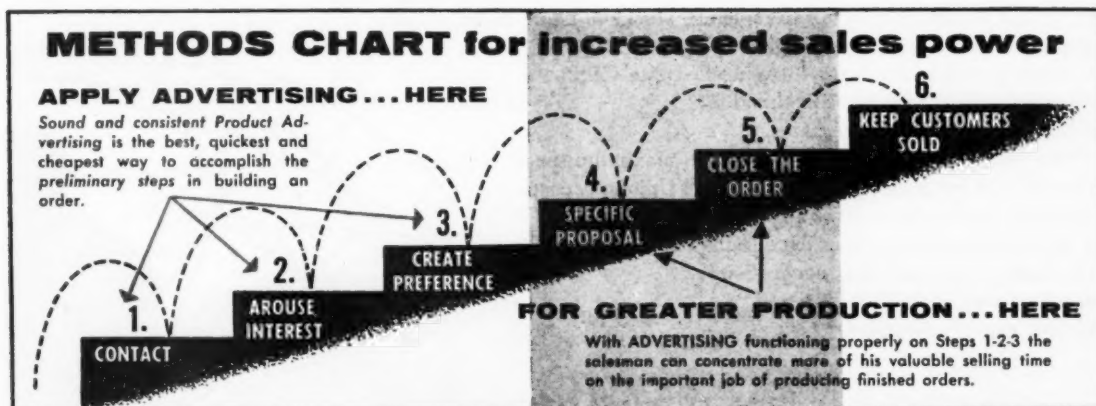
# with Mechanized Selling

**B**USINESS FORECASTS may vary from industry to industry, but all market analysts recognize the fact that today's high productivity is bound to result in keener competition. Yet many companies expect their sales to expand faster than those of their competitors!

They are asking their salesmen to sell a greater volume of industrial products in a market where goods are plentiful and buyers choosy . . . and under conditions where it is becoming increasingly harder to locate and sell all the men who have a voice in buying decisions.

But in selling there are effective tools for shortening the way to market. Just as industrial MECHANIZATION steps up the productivity of the men in the plant, MECHANIZED SELLING, with Business Magazine Advertising, increases the productivity of the men who sell your products.

Used for the preliminary steps of *making contact, arousing interest and creating preference* for your product, Business Magazine Advertising gives your salesman more time to concentrate on the important job of making specifications and closing the sale.



**McGRAW-HILL PUBLISHING COMPANY, INC.**



330 WEST 42nd STREET, NEW YORK 36, N. Y.

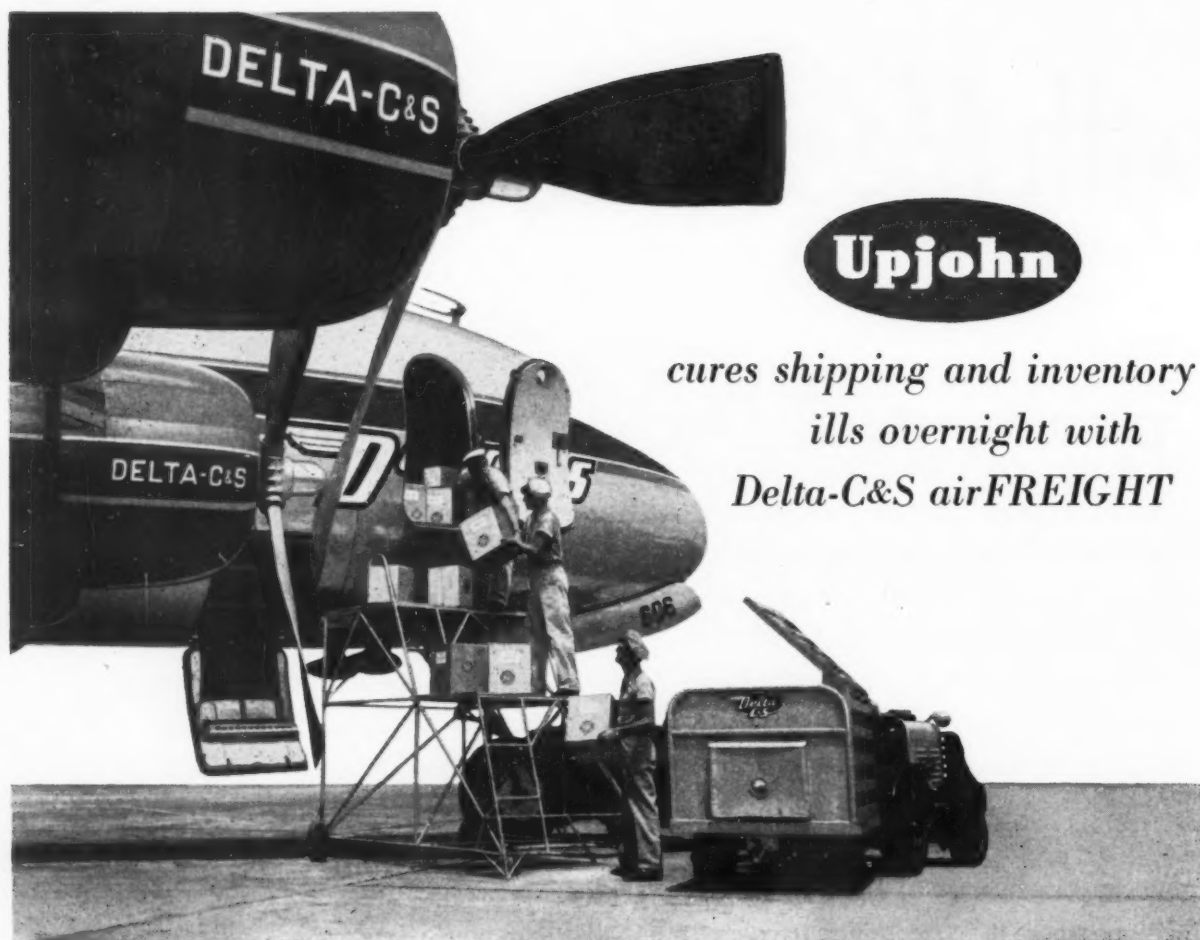


HEADQUARTERS FOR BUSINESS INFORMATION

AUGUST 15, 1954







**Upjohn**

*cures shipping and inventory  
ills overnight with  
Delta-C&S airFREIGHT*

**FOR 68 YEARS** the Upjohn Company, makers of pharmaceuticals, have kept their shipping methods as well as their products in step with the changing times. Today, the Upjohn plant in Kalamazoo, Mich., uses Delta-C&S airFREIGHT to replenish stocks of "hot" items in fourteen branches, many of which serve drug stores by air. When new products are being introduced, Delta-C&S often speeds them to market in time for fast-breaking promotion programs.

"Our export shipments, too, move with maximum speed and minimum cost for packing and insurance," Upjohn reports. "Loss from damage or theft is almost wholly lacking. The speed of air service, plus the elimination of clearance delays and port congestion, goes a long way to build happy and profitable repeat customers."

*You, too, may be able to expand markets, speed sales and cut costs with Delta-C&S airFREIGHT. For answers to specific questions or a complete free shipping analysis, call your local Delta-C&S office, or write us direct.*

**All Delta-C&S Flights Carry...**

**SHIP VIA**



## Give a Long Hard Look at Your Pricing Policy

The series on discount houses (Installment #5 is on page 58, this issue) is bringing some interesting reader mail which is far more critical of the pricing and discount policies of manufacturers than it is of the discount houses. There is almost general agreement that the high markup suggested by manufacturers is an open invitation to price cutting, but we haven't come across a manufacturer who is willing to take the first step.

For example, the v-p of sales of a midwestern company famous in the kitchenware field, says that markups "will have to be attacked some day. Right now the basic problem is in the fermentation stage, and it probably would be premature for me to be identified as an advance guard for lower discounts."

And the sales manager of a big-name product in the sporting goods field writes, "We will continue to make every effort in the future to maintain prices on our products but it looks to us as if it is going to be a losing battle if the discount house as such can profitably operate under its method of doing business." . . . The facts seem to be that discount houses—or other stores that create fast turnover—can operate profitably on a markup far lower than the suggested or "maintained" list prices on most branded products.

The manager of a Better Business Bureau in a major city is one of many who says that manufacturers have given considerable impetus to the rise of the so-called discount houses. "The manufacturers have given this impetus—given the discount houses the idea, as it were—by their own use of misleading 'list' prices. For instance, a mattress manufacturer may put a price of \$69.50 on a mattress which a manufacturer knows no retail store is ever likely to sell for more than \$49.50. But the manufacturer's so-called list price gives the stores a chance to advertise the mattress as 'made to sell for \$69.50.'"

The advertising head of a big department store which prides itself on accurate advertising tells SM of discussions with buyers who would send up sale ad copy and comparative prices which looked awfully high to the advertising manager. He would say, "But we've never sold this item at that price, have we?" The buyer would come back, "No, but it's the manufacturer's *list price*," and would show a printed sheet from the manufacturer to prove it.

Subscriber T. H. Mason, executive vice-president and general manager, Brunhoff Manufacturing Co., Cincinnati, and former general sales manager of appliances for Avco, is another who thinks the manufacturers have brought the discount mess upon themselves.

"To break the discount situation," Mason writes, "a manufacturer must first have a policy and a plan. Second, he must believe in his policy and his plan. Third, he must be prepared to lose money while convincing dealers that he does mean it.

"One or two manufacturers have come close to having a policy. None of them, however, has made up his mind to do without discount business unless he is talking about a small dealer. The industry has, to a large extent, lost its self-respect—but too many people don't realize that you have to pay for self-respect with an immediate loss of business until your policy is proved desirable."

When a store of the size and reputation of The J. L. Hudson Co. makes an *everyday* joke of "nationally advertised prices" (see *Adventures in Shopping* this issue), it's time for manufacturers to take a long hard look at their pricing policies. They, the manufacturers, are beginning to get the unenviable reputation of trying to rook the public, while retailers, some of them johnny-on-the-spot discount houses, and others, established firms like Hudson, get all the credit for *benefiting* the consumer.

### A FUNNY RECESSION, THIS

Consumer spending for goods alone is off by about 2% from the peak of a year ago, says Prentice-Hall, Inc., with the drop in consumer hard goods purchases about 7-8%. However, these declines have been more than offset by a 6% rise in spending for services—such as housing, transportation, medical care and travel.

The F. W. Dodge Corp. announced that its first-half total of contract awards reported was 17% ahead of the corresponding total for 1953—an all-time high for a first half. . . . At the recent convention of the American Home Laundry Manufacturers Association it was an-

nounced that sales of home laundry appliances (washers, dryers, ironers) will be up on an average of 25%.

Further indications of a healthy business pulse: Businessmen are paying bills faster, taking their discounts; delinquencies on installment debt are declining; mortgage foreclosures continue far below the prewar norm; charge accounts are being paid on a 40-day average.

Usually in recession periods funds for selling are slashed. This year they weren't. For the first time in any recession period total national advertising volume increased. A widely predicted recession fizzled out.

Was the recession stopped in its tracks because businessmen refused to accept defeat? We have a strong hunch that the growing tendency to vote the sales and promotion funds *required to do the job* was largely responsible for keeping the recession within such narrow bounds. In olden days promotion dollars were allocated as a fixed percentage of present or anticipated sales and fewer sales—fewer promotion dollars brought as a result still-fewer sales. Now enlightened business knows that *to get dollars it must spend dollars*.

## WAS IT A TARIFF VICTORY?

Signing of the new tariff bill on Swiss watches has brought anger in foreign countries and fear that the United States, while *preaching* freer trade, is *practicing* the contrary.

It reminds your editor of the time four years ago when he and 10 U. S. sales executives went to England at the request of Paul Hoffman to talk "Trade, Not Aid" to British manufacturers.

One question came up at several of the meetings. Details differed but essentially it was something like this: "Back in the 1920's we spent a lot of time and money developing your American market, and just when we had built our business up to a point where it was showing a profit, you folks slapped on the Smoot-Hawley tariff. What sort of guarantee can you give us that, if we come over now and invest money in building up trade with you, you won't do something like that again?"

The only answer we could give was that we weren't politicians, we couldn't talk for Congress or the Administration, but we felt strongly that in the intervening decades American public opinion had swung around to freer trade—in other words, we had learned that in order to sell abroad we must buy from abroad.

Is there again a trend toward high protection?

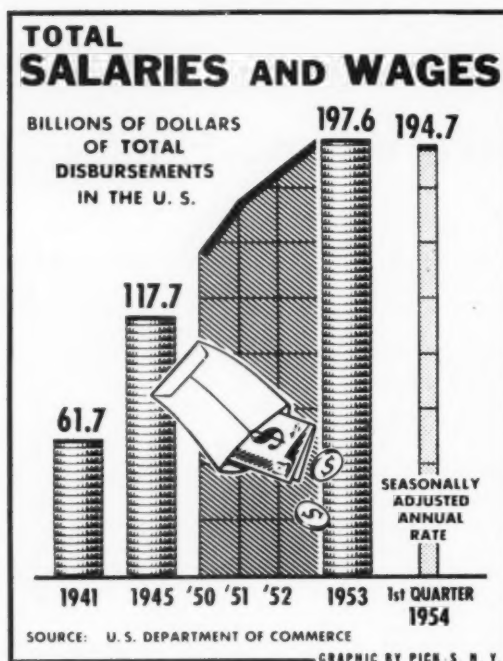
## BEST AND BETTER

In dismissing charges against the makers of Chesterfield cigarettes, the Federal Trade Commission has laid down a ruling that advertisers may make extreme claims for their products without doing anything illegal. "Puffery" is condoned for manufacturers, apparently on the ground that consumers expect a bit of exaggeration and will not be misled by it.

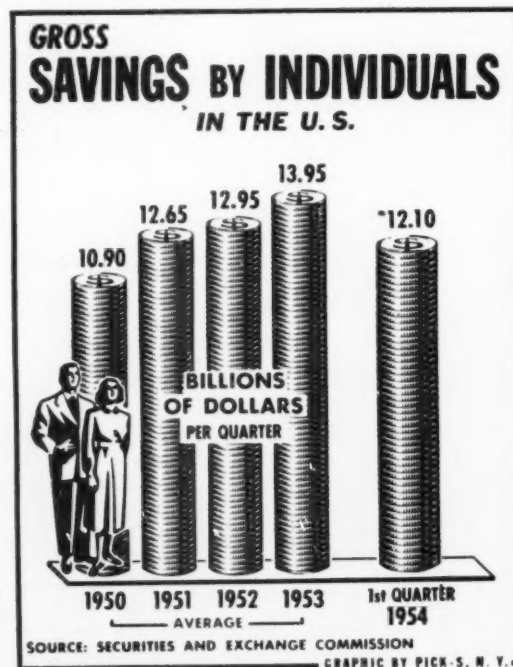
Flights of fancy, they seem to argue now at FTC, are part and parcel of our national mores and are no more harmful than the exuberance of the average Texan.

The publication *Grey Matter* puts it this way: "We want our politics sold to us with a flavoring of superlatives—knowing that these are part of the political ingredients. That's how the American public wants its advertising flavored, again knowing full well of what the sales ingredients are in part concocted."

PHILIP SALISBURY  
Editor



There's plenty of money coming in and banked,  
but it's a buyer's market and to have that cash, more  
and better promotion and selling are required.



# 59,714 replies in 10 days in THE DES MOINES SUNDAY-REGISTER!

WHOLESALE PARTS  
ELECTRONIC EQUIP.

## Radio Trade Supply Company

1224 GRAND AVENUE  
DES MOINES 9, IOWA



May 11, 1954

Mr. Robert C. Conner, Manager  
Picture Magazine Advertising  
The Register and Tribune Company  
Des Moines, Iowa

Dear Bob:

Just a few lines to give you the story of our extremely successful Arvin "Name The Face" Contest in PICTURE MAGAZINE.

As you know, we conceived this promotion as a method of producing customer traffic in our Arvin dealers' stores during this normally slow traffic period. When we planned the advertisement, I felt that a response of five or six thousand would have produced a warm feeling of success. But never, in the wildest stretch of my imagination, did I ever expect nearly 60,000 replies.

Our office was literally swamped with mail. By the end of the first day, we already had more than 10,000 replies -- and the mail just kept coming. Returns poured in so heavily all week long that we couldn't begin to keep up with them. But this hectic week had its rewards. We are turning this bonanza into the best bunch of Arvin TV sales our dealers ever saw. In a ten-day period this advertisement in your PICTURE MAGAZINE section produced 59,714 entries to our Arvin "Name the Face" Contest.

Naturally, we are tremendously pleased with PICTURE MAGAZINE for the success of this contest. Our experience certainly proves that no other medium in Iowa delivers as many readers in our territory at a comparable cost.

I can honestly say that no other advertising has ever done a better job of impressing so many people with the name of Arvin television.

Sincerely,

*Mark A. Radick*  
Mark A. Radick  
Sales Promotion Manager

MAK:lb

Every Sunday, 1,310,000 Iowa families read PICTURE Magazine, the highest readership of any section in the

# Des Moines Sunday Register



# Warning: The Public Believes Distribution Costs Too Much Now

Is it true that the business brains which have produced the miracle of low-cost manufacturing in this country have not applied themselves with equal success to delivering mass-produced goods at the lowest possible consumer price?

BY RALPH STARR BUTLER

The public recognizes that the price the consumer pays for merchandise includes the cost of manufacturing and marketing; and the *assumed* excessive costs of marketing are, therefore, a matter of understandable concern.

Although the public does not realize it, it is true in the U.S. and in Canada that the techniques of selling, advertising, and other phases of sales promotion have been developed to a point where they approximate our efficiency in manufacturing.

**Author's note:** I shall show you what actually has happened in one company. I do not imply the possibility of comparable results in other industries. My purpose in detailing in my example results obtained is to suggest that the design of the marketing machine, in some industries at least, need not be static, and that there is opportunity for ingenious and aggressive competition by both processors and distributors. The result: new and desirable consumer benefits.—Ralph Starr Butler.



Ralph Starr Butler

**Editor's Note:** During a long and illustrious career, Mr. Butler has promoted such varied products as Procter & Gamble soap, United States Rubber tires and footwear, Barrett asphalt products, Devco & Reynolds paint, and the many items in the well-rounded General Foods line. In 1947 he retired as Vice-President

of General Foods Corp. because he had reached the mandatory retirement age, but he has continued on a part-time contract basis, writing the history of the corporation.

He has been a successful teacher as well as a successful businessman. At the University of Wisconsin, where he was a professor of marketing, he interested many young men in selling as a career, including the editor of *SALES MANAGEMENT*. While there he wrote the first book on marketing, published by the Alexander Hamilton Institute and used for many years as a college textbook.

As a director of advertising for the United States Rubber Co. and General Foods, he gave freely of his time to cooperative work designed to raise the standards of that phase of selling, including 23 years as a director of the Audit Bureau of Circulations. This past June he was made an honorary Doctor of Laws (LL.D.) by Colorado College.

To illustrate the fact that marketing can be as efficient as manufacturing, let me cite a 20-year record in the packaged food industry. This industry provides the bulk of the merchandise sold through the 400,000 retail grocery stores in the U.S. which absorb a considerable part of the expendable income of American families.

I have selected this industry as an example for two reasons:

1. Whatever has happened to its marketing costs affects the consumer's pocketbook to a degree comparable only to the consumer's expenditures for shelter and for clothing.

2. In this industry there have been successful attacks on the problems of marketing costs which, although relatively unpublicized, can be characterized as spectacular.

As far as manufacturers' marketing costs are concerned, we can use figures drawn from annual reports of a single manufacturing corporation, as typical of a large section of the packaged food industry. This corporation, formed by a consolidation of many packaged food product manufacturers, has varied lines of packaged food products, each one of which competes with the products of many other manufacturers. The competitive forces working throughout the industry guarantee that survival has made necessary comparable procedures and pricing policies.

Let us study marketing costs in the 20-year period, beginning with 1931. In this business the prices charged to customers are delivered prices; they are established on the basis of payment of delivery expenses by the manufacturer. The net sales dollar is the gross sales dollar minus allowances, discounts, warehousing, and outbound transportation. The last two items represent considerable charges against gross income.

In 1931 the corporation reported a gross profit, or gross margin, of 49% of its net sales dollar. This meant that to manufacture and pack the merchandise for shipment to customers, 51c of the net sales dollar received by the manufacturer was absorbed, and 49c remained to cover all other expenses and for net profit.

Although this 49c is commonly identified as gross profit, it is not actually profit, inasmuch as most of it is used for business expenses. The term gross margin is a more accurate

description. Whatever term is applied, however, the significance of the 49c is that it represents an over-all spread between the actual cost of manufacturing and the price charged by the manufacturer for his products. In that sense, the 49c (or a major part of it) can be identified as one of the marketing costs for which the consumer ultimately had to pay.

It should be remembered that the 49% gross margin, reported for the corporation as a whole, did not necessarily represent the gross margin for each of the company's products. The margin was greater for some products than for others. It was, however, an average, and can be regarded as indicative of gross margins in general in 1931 throughout a large part of the packaged food field.

After subtracting from the gross margin of 49c all business expenses, other than manufacturing and packaging costs, there remained, in 1931, 19c of the net sales dollar, which was net profit. It seems incredible that in 1931 an important industry, which manufactured products that absorbed a considerable part of the expendable income of Americans, operated generally on a basis of realizing from its net sales dollar a gross margin as high as 49%, and a net profit as high as 19%. This, however, was the case.

### Recognize Social Impact

In my opinion, these margins were representative of a declining era in American industry in which the social impact of business practices was not always adequately recognized. Margins and profits of this size were, moreover, contrary to the long-run self-interest of manufacturers; their result was to attract growing competition from new businesses that wanted to share in the attractive profits being made in the manufacture of packaged food products.

Ten years later, in 1941, the gross profit or gross margin had declined from 49% to 35% of the net sales dollar. In other words, out of each net dollar realized in sales that year, the manufacturer used 65c to cover his costs of manufacturing and packaging, and only 35c remained for all other business expenses, together with net profit after all expenses had been paid.

The change in the cost of manufacturing, as a percentage of the net sales dollar, from 49% to 35%, represented only a change in the *relationship* between manufacturing costs and all other expenses. It did not represent an increase in the actual unit

cost of production; in all probability the average unit cost of production, in dollars, had been lowered. What had occurred was that the percentage of the sales dollar used by the manufacturer for all expenses other than for manufacturing had decreased greatly, as had the percentage of the sales dollar realized as net profit. We are, of course, talking about percentages—not actual dollars. While the gross profit percentage of sales was declining from 49% to 35%, the dollars represented by these percentages increased considerably. Growth in dollar and unit sales volume gave the manufacturer expanded funds with which to pay all expenses and from which to derive a profit.

The reduction in the gross margin percentage, and the accompanying large growth in dollar sales volume, were largely derived from a common cause—a general and radical reduction in selling prices. A lowered selling price naturally reduced the gross margin per unit of sales, after deducting the cost of manufacturing; but the greater values, which the decreased prices provided for customers, resulted in increased sales volume. Despite, or because of, the reduced selling prices per unit, the company's dollar sales in the 10-year period from 1931 to 1941 were almost doubled.

From the gross margin as a percentage of sales, reduced in 1941 from 49% to 35%, the manufacturer was obviously unable to extract a net profit percentage as high as 19%, which he had realized in 1931. In 1941 his net profit, after paying all expenses including taxes, had declined from 19% to 8.8% of his net dollar sales volume.

### Long-Term Self-Interest

In this 10-year period there were few governmental controls or restrictions which affected either costs or selling prices. Therefore, what happened in that time was the result of voluntary action on the part of the manufacturer. This probably was not a reflection of a growing recognition of social responsibility. It was a reflection of the manufacturer's own long-term self-interest. The previous high prices had tended to retard the growth of sales volume, and long margins—gross and net—had attracted new competitors. To make a highly competitive industry less attractive to new competition by offering better values to a company's customers is certainly desirable—if a reasonable profit is realized by the manufacturer. The fact that the

manufacturer's actions were justified is indicated by the extraordinary growth in dollar sales volume.

What happened in the 10-year period from 1941 to 1951? The gross margin reported by the manufacturer in 1931 was 49% of his net sales dollar; in 1941 it had declined to 35%. In 1951 it had further declined to 23%, so that 77c of the company's net sales dollar was used to manufacture and pack merchandise, and only 23c was left for all other expenses, and for net profit after all expenses had been paid. Among these expenses were taxes, expanded from a relatively small percentage charge against dollar sales in 1941 to a major charge against the sales dollar in 1951.

### Radical Reduction

With only 23c of the net sales dollar remaining after payment of manufacturing costs, and with the new absorption by taxes of a considerable part of the gross margin, it was inevitable that the manufacturer's net profit percentage of sales should have declined materially—from 8.8% in 1941 to 4.4% in 1951. It has declined still further since 1951.

Although the radical reduction in gross margin and in net profit as percentages of net sales between 1931 and 1941 was due chiefly to voluntary action by the manufacturer in self-interest, this situation does not apply to the continuing decline in gross margin and net profit percentages between 1941 and 1951. This was the period of a mounting structure of governmental controls, as a result of which the manufacturer was no longer a free agent in formulating and applying pricing policies, except within relatively narrow limits.

The decline in gross margin (down to 23% of the net sales dollar) illustrates what is likely to happen when sales prices are rigidly pegged, but without equally effective governmental control of the many expenses, including wages, which go into business costs. Prices were pegged, but costs worked upward, with the result that in an industry concerned with the manufacture and sale of specialty products, the gross margin percentage declined to a figure which is historically more applicable to a commodity than to a specialty business.

It should not be concluded from these figures that the amount of net profits was reduced. Partly because of the increased values offered to consumers, and partly because of the

(Continued on page 125)

**He Joined, He Left,  
He Still Served—And Now  
He's Schick's President**

Joseph B. Elliott is a big, soft-spoken ex-South Carolinian, handsome enough for a film role of company president. And that's just what he is: On Sept. 1 he'll take over as president of Schick Incorporated, Stamford, Conn. Although he's been executive v-p, consumer products, of the Radio Corporation of America and has served RCA since 1935, except for the period between 1944-1945, this isn't his first connection with Schick. He left RCA a decade ago to serve Schick as v-p in charge of sales and advertising. And for the past four years he's been a director of the company. Did he expect, when he went back to RCA, ever to return to Schick as president? "Certainly didn't," he says. "Not in any capacity." But the presidency, he admits, was a plum he couldn't resist. So now — between jobs — he's enjoying the first month off he's had in over 30 years. And what's he going to do with the month? "Going fishing. And think long, leisurely thoughts."



## Those Healthy Babies: Bagley Contributed



One of Gerber's Baby Foods' first salesmen just got elected v-p and general sales manager. He's Joseph H. Bagley, who looks sort of like a youthful grandpa. Joe, who admits a fondness for citizens under two years of age, started selling grocers on the idea of selling mamas on the idea of feeding their little ones Gerber's, in California in 1931. With his brother he had operated a food brokerage business in Salt Lake City. A year after he joined Gerber's he had earned a promotion as assistant sales manager in the home office. There he stayed for three years, then re-joined his brother in Los Angeles where they opened another brokerage firm. But when Gerber Products Co. moved into the area with a district office, Joe moved back—to stay. He holds membership in the Asparagus Club which, if you don't know, is an honorary organization in the grocery business.

## Detailing for Retailing, Salesmanship Pays Off



Before H. M. (Dick) Poole, Jr., left the University of Washington he was already sold on the importance of selling and management: Young Dick spent five years in the hotel business during and after college. Before he swapped that career for one with Johnson & Johnson, New Brunswick, N.J., he had worked up to assistant manager of the Fairmont and Mark Hopkins Hotels in San Francisco. But Dick obviously was smart to shift his field: He's just been made v-p in charge of J & J General Line sales . . . Since '41, when he joined the company, he has had sales responsibility in both the hospital and retail trades. Last year he was called to J & J headquarters as manager of General Line sales . . . In our picture he's presenting the keys to the winner of the contest for the best statement relative to first aid—a contest J & J sponsored in the Chicago area.





1. **KEY TO THE SALE** often is the demonstration. Ford warns: "Just telling prospects that equipment has the features he needs is not enough. Prospects want to see for themselves what the equipment will do, how it does it, why it does it easier and better." Ford distributors stage many demonstrations.

Distributors put in farmers' hours at Deer Lake Hills Farm while they learn about the features of Ford tractors and implements. Then they return to their territories and show dealers ways to win that extra warm welcome from prospects.

## Where Ford Tractor Trains the Trainers

Are you tired of being chained to the old desk? Do you have writer's cramp from signing thousands of letters? Do you long for the great outdoors?

Man, you should be a distributor for Ford Motor Co. Tractor & Implement Division, or at least a distributor sales manager! You would have a chance to go to Deer Lake Hills Farm, near Clarkston, Mich., two or three times a year to learn about new products and their sales stories, and to operate new equipment; to be out in the fresh air and to be fed like a king; then to return home and inspire your own dealerships with all you have learned.

Why operate a big farm? It's the

logical thing to do for, as Merritt D. Hill, assistant general manager of the Ford Tractor & Implement Division, says: "All selling is predicated on training. There is probably no selling job where demonstration is as important as in our's. Thus the principle behind our farm training is to use it as a tool for selling—a direct means of getting business."

"And of course the nature of the training determines when and where it's done, so a farm is the logical answer for product training."

O. L. Wigton, general sales manager, feels that the importance of training distributor principals and personnel cannot be overemphasized.

"If we had to cut our budget," he says, "training would be the last thing to be cut because of its importance and value to us."

James F. Pedder, assistant general sales manager, advertising, sales promotion and training for the Tractor & Implement Division, is equally emphatic on the importance of training. "Granted that 1954 is the year of demonstration, product training is coming back into its own today. Especially sales training which hasn't really been back since the late 1930's. The vital need for it is being increasingly recognized, while product service training has been kept up."

Deer Lake Hills Farm, Pedder feels, is a vital link in Ford Tractor's



2. UP at 7 a.m., breakfast at 7:30. Two to 24 men sleep dormitory style at Deer Lake Hills.



3. TWO distributor principals are working on a Ford Tractor motor block. Everyone gets into the act.

training program. "It gives us the opportunity of showing important people how they, in turn, should train their dealers and salesmen. In other words, we 'train the trainers.'"

The farm is patterned after many distributors' own farms or leased lands to which they return and present the programs they have learned at Deer Lake Hills.

"In our sales training program," Pedder explains, "the *motivation* is every bit as important as the training itself. You've got to so stimulate and inspire the men that their good common sense will dictate that they sit and work in the classroom or pitch in in the field training, and that they do what they're required to do—and continue doing it after they've left our farm."

Manager of the sales training department, Tractor & Implement Division, is E. L. Sparrow, a man with a farm background plus experience as a county agricultural agent in Ohio. "Our program is aimed at dealers through distributors who 'pretend' they're dealers while taking our course. The secondary value of the farm is to bring together men with the same aims for an exchange of ideas. If they're hesitant about speaking up in the classroom, they're not reluctant to talk during evening



4. WHEN PROSPECTS ask, "How does it work in the field?" distributors can supply first-hand answers. Distributors are building a dam.

'bull sessions' in Manor House; these go on until 1 a.m. most of the time."

Deer Lake Hills Farm has an international reputation, is visited regularly by foreign groups studying American agriculture, foreign exchange students, soil conservation and extension people. The guest book

shows visitors registered from Germany, Philippine Islands, Belgium, France, Yugoslavia, Sweden, South Africa, New Zealand, Australia, Pakistan and many South American countries.

Another secondary use of the farm is for the annual division picnic, when



5. PLATFORM talks, with visuals, are only one part of the training plan. E. L. Sparrow, manager, sales training department, explains to distributor how to use these props, supplied by Ford, to train dealers.

a carnival atmosphere prevails and the wives and kiddies of employees meet the "bosses." It is also used for press shows to introduce major new products to business and farm editors.

"But the chief purpose of maintaining Deer Lake Hills Farm is this," Sparrow explains. "Many of our new postwar dealers have never been through hard-sell times; they're finding that the days of order-taking are over. Our problem is to get these

dealers geared up to sell competitively. How better to do this than to train our distributors to train our dealers?"

Sparrow emphasizes to his classes that it is just as easy to *lose* a sale by demonstration as it is to make one. Therefore, every piece of machinery should be checked thoroughly before demonstrating it to that toughest of customers, the farmer. Ford Tractor executives still chuckle somewhat ruefully over one dealer's mis-

fortune. He drove a tractor out into a field to demonstrate what it could do. While the farmer watched, the tractor proceeded a dozen feet and stopped dead. The dealer had neglected to put gasoline in the tank. End demonstration. End sale.

"Particular features of our Ford and Fordson Major [diesel] tractors don't mean a thing to a farmer unless he is sold the *benefits* to his needs," Sparrow says. "Therefore we emphasize to our men the 'Five-Step



10. DEER LAKE HILLS FARM: Over the hill and behind this beautiful manor house are the shops and fields now well known for Ford's "get your feet and hands dirty" training.



9. SAYS O. L. Wigton, general sales manager: "If we had to cut our budget, training would be the last to be cut." Wigton came up through sales.



Sale.' This is:

1. Determine the customer's needs.
2. Determine the customer's ability to pay.
3. Help the prospect realize his needs by pointing them out.
4. Make him realize that our product will answer his needs.
5. Then *convince* him through demonstration that our product is the answer—show how it's done and then let him do it himself.

Distributor-students are imbued with this spirit during the customary five-day course at Deer Lake Hills. The usual "school week" runs something like this: one day in the classroom, one day in the field and three days in the shop. This constitutes a complete course in product service and sales training. The course is in progress during the winter, spring and fall, so that distributors can be in home territories during the summer selling season.

"Winter? Yes," says Sparrow. "We've trained men out in the field when the ground has been frozen almost solid, and we've had to build bonfires to keep from freezing. On these occasions, a popular sight is the farm's station wagon bouncing over the hill, coming to the rescue with hot coffee."

The day's regimen begins at 7 a.m. when the men roll out of their dormitory rooms. Breakfast is at 7:30, then to the field or shops until 12:15 p.m. After lunch, the group returns to work until 5:30, eats a man-size dinner and returns for an evening session which lasts until 10:30. The men have one night free, but since no one has his car, and few are on the place, many head for the basement recreation room for cards and table tennis.

In the classroom the men study, as one puts it, "about 30 pounds of manuals." All manuals are exceptionally valuable to a distributor who wants to inspire and control his dealer effectively. Especially valuable is the generous "Blueprint for Sales," a guide to holding a three-day dealer meeting. Almost every word and motion is spelled out. The distributor may not be an expert at conducting sales meetings but he will give that impression by using this volume.

Five separate books constitute the dealer training program, meeting guides to cover (1) trained man-



6. BACK TO FIELDS FOR MORE DEMONSTRATIONS. This is a Fordson. Distributors will stage similar plowing demonstrations in their territories.



7. "MAW" DENTON is ready to feed her hungry farm hands.



8. REWARDS AND INSPIRATION FROM THE BOSS: Merritt D. Hill, assistant general manager, Ford Tractor Division, at one of the classes which continue until 10:30 p.m. Only one night is free.



## **"Remember Your ABC's — Always Be Closing"**

The close of a sale is the natural result of a well-balanced sales effort, Ford Motor Co., Tractor & Implement Division, reminds its distributors who in turn remind their dealers. The close is an act which starts at the beginning. The close is not a last minute trick or "trap."

Ford's manual on effective selling urges:

### **1. Button the sale closed — with benefits!**

"The closing of a sale is often as simple as the closing of a coat. When you mention a product feature, always button on a user benefit."

### **2. Lock the sale closed — with the key of a key issue!**

"Ask questions until you hit the target: 'Is our new, more powerful engine the feature that appeals to you, Mr. Brown?' Once you've located the key issue — concentrate on it, show benefits until you tilt the tumblers of his decision, and lock the sale. When you do this, you have mastered the second closing skill of the selling champions."

### **3. Rivet the sale closed — with visual "Yawn Preventers."**

"Your strongest yawn-preventing rivets are your own enthusiasm and your visual tools for selling, such as colorful sales promotion and advertising literature, product posters and — demonstrations."

### **4. Ask for the order — with fear-free frankness!**

"A skilled closer carries an order blank with him and asks for the order, when the right time comes, without fear — without fumbling — and without fail."

### **5. Seal the closed sale — so it stays closed!**

"Your success as a closer is not only measured by how many orders you win, but by how many customers you keep sold. The critical test of your skill as a customer-keeper usually comes when complaints come back to you. Whatever the cause, don't duck your customer's complaints but be sympathetic and sincerely try to correct them to his complete satisfaction."

power, (2) financial control, (3) parts management and operation, (4) service management and operation, (5) effective selling.

One book illustrates good long-range demonstration programs, geared to reach the largest number of tractor users and potential users in any given territory.

"Effective farm demonstrations have always determined farm equipment sales and always will," the men are told. "We need to be prepared at all times to make good selling demonstrations. The sooner we start, the better prepared we'll be."

"Demonstrations—the Highway to

More Sales," is made up of seven sections:

1. The Need to Demonstrate.
2. Guideposts to Good Demonstrations.
3. The Individual Farm Demonstration.
4. Group Field Demonstrations.
5. The Dealer-Promoted Group Field Demonstration.
6. The Group Field Demonstration Sponsored by Others.

## **7. Suggested Step-by-Step Ford Tractor Presentation.**

From the first section, "The Need to Demonstrate": "Just telling him that equipment has the features he needs isn't enough. He wants to see for himself what the equipment will do, how it does it, why it does it easier and better."

In the "Guideposts to Good Demonstrations" section, the advice is applicable to any product which needs demonstration: "Good demonstrations not only are the most important factor in making sales *but* being able to show your customers how to get the best use from the equipment you sell them is vital to customer satisfaction and repeat business. And satisfied customers not only mean repeat business . . . they are your best source of good prospects."

Classroom sessions are as lively as the demonstrations and sample sales presentations themselves. Participation is the keynote. The climax comes when the men themselves put on skits. These playlets are deliberately planned to include errors which the "class" is invited to find and criticize.

Classroom sessions are augmented with charts, motion pictures and slide-films, plus many props used in lectures.

In the shop the "station technique" of training is used, with a team of two men working on each individual project. During the week's "term," either a Fordson Major diesel engine or a Ford gasoline tractor motor is completely torn down by the class, reassembled and put back in running operation. This activity, coupled with classes dealing with individual parts of the motors, gives Ford Tractor distributors a genuine working knowledge of their products.

Deer Lake Hills Farm fills a definite need and justifies the investment and upkeep many times over. It is undoubtedly a major contribution to the fact that Ford sells nearly 20% of all tractors today.

**The End**

### **How to Sell Training**

Says M. D. Hill, assistant general manager, Ford Tractor:

"If you have a problem in getting healthy training budgets okayed, there are several good places to start. And all of them involve conversations and presentations with enthusiasm, with information and with a promise of results. At least you won't often run into a management attitude like the one on a card I got yesterday which said, 'My mind is made up—don't bother me with facts.'"



Some sales executives must feel like the farmer who, when offered a book on "BETTER FARMING," said "Heck, I haven't even got time to farm as well as I know how to now!"

So maybe there's some merit in the thought that the busy sales executive might be able to get *better* results out of the time he's got by putting the practitioners of "Ditch-Digging" Advertising on his team . . .

because "Ditch-Digging" Advertising procedures can help reduce the guesswork that sometimes impairs results. Like this:

1. We find out the viewpoints, prejudices, and confusions that cloak your product in the minds of your potential customers. We find out *why* your customers and prospects feel as they do.

2. Then, and only then, we determine the best advertising approaches and appeals best calculated to improve the viewpoints and reduce the confusions that obstruct low-cost selling.

This agency is equipped to work with any sales executive who wants to make sure his advertising theme is right, but doesn't have time to do it himself! If you'd like to see how "Ditch-Digging" Advertising procedures have done this for other sales executives, just let us know where and when.

### **The Schuyler Hopper Co.**

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*A new look at the*

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**EDITOR & PUBLISHER INTERNATIONAL YEAR BOOK**

**WHO'S WHO**  
IN AMERICA  
VOLUME 1952-1953

**PRATT & WHITNEY**  
PRECISION MACHINE TOOLS  
CUTTING TOOLS STANDARD GAUGES  
& R. & G. GAGE - FEED RECIPES

**STANDARD ADVERTISING REGISTER**  
VOLUME 28 - APRIL 1953

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**A MARKET NOT DUPLICATED BY ANY OTHER MAGAZINE IN THIS FIELD**

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# SPARK AMERICA"

**T**HERE'S a compact group of the important planners and decision-makers in America whose confidence in your company and its products means big and profitable business on your books. Facts on the magazines they depend upon and prefer can help your plans for getting the best values for your advertising dollars.

The first report of a major research project started two years ago, measuring the reading preferences of these important people, has just been published. It's a report of the first ten studies conducted on representative samples of the 160,000 people who, because of their positions or achievements, are listed in the published directories and rosters of the acknowledged leaders of American business, industry, government and the professions.

They're the people who do the major part of the thinking, planning and buying that keeps our whole economy running smoothly. At their offices they are the idea men—the people who initiate and follow through on the new and better ways of getting things done. In their communities, they are responsible for setting in motion those thoughts and ideas which radiate to shape most attitudes and opinions. In their homes, they set the pace for all the quality products and services that make for gracious living.

*Here are some of the highlight findings:*

**MAGAZINE COVERAGE:** Nine out of ten of these people read one or more of these six major magazines: BUSINESS WEEK, FORTUNE, NATION'S BUSINESS, NEWSWEEK, TIME, and "U.S. NEWS & WORLD REPORT."

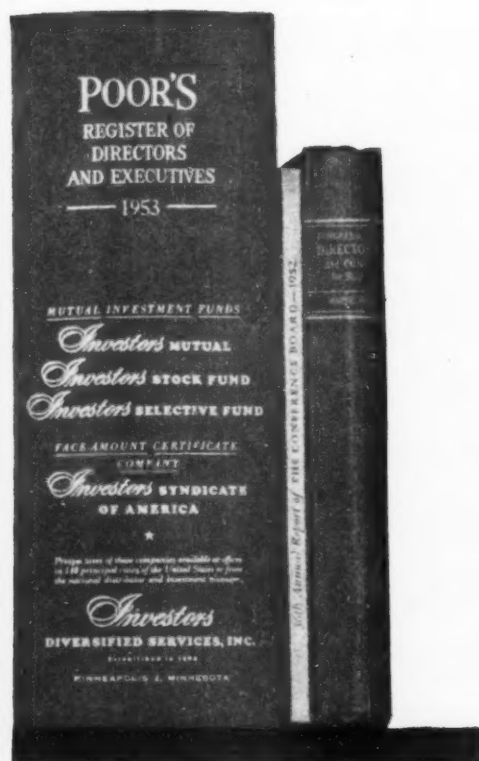
"U.S. NEWS & WORLD REPORT" and one other magazine consistently take first place in coverage of the various groups studied. In the totals, the coverage of "U.S. NEWS & WORLD REPORT" is second only to that of a magazine with 2½ times its circulation. On a cost basis, "U.S. NEWS & WORLD REPORT" delivers the greatest coverage per advertising dollar.

**MAGAZINE PREFERENCES:** In terms of which magazine these leaders prefer as *most useful*, "U.S. NEWS & WORLD REPORT" is first in 9 out of 10 of the groups studied, and first in the combined totals.

**MAGAZINE PREFERENCES:** In terms of the magazine in which they place the *most confidence*, "U.S. NEWS & WORLD REPORT" ranks first across the board.

Ask for your copy of "The Preferred Reading of The People Who Spark America," the composite report of the first ten studies completed so far in this continuing research of America's most important best-customer thought-leader groups.

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# If I Had Known Then What I Know Now About Purchasing Practices

You can profit from the frank revelations of Pennsalt's purchasing agent—a man who spent 30 years as a salesman and sales manager. What is the No. 1 reason salesmen lose the confidence of satisfied customers? Check up now.

**BY FRED G. PRINCE**

*General Purchasing Agent, Pennsylvania Salt Manufacturing Co.*

During my 30 years as salesman and sales manager I wish some purchasing agent had set down for me all the points to remember when selling to industry. Many of them I knew—all of them I would have liked to know.

Now, as general purchasing agent for almost four years, here is what I should have known as salesman and sales manager:

Purchasing agents are not roadblocks along the road to sales. Many salesmen seem to feel that it's the purchasing agent's job to resist buying—to act as buffer between salesman and users in the plant. It just isn't true.

In our company, as in most, we maintain rigid policies that regulate when we buy, how we buy, how and why we select our suppliers. A properly approved requisition or a materials release from one of the using departments, or a special authorization from a division head must come to us before we are authorized to buy anything.

This fact will help to explain why a salesman often goes out without an immediate order, even after he has made a successful presentation. Using departments have final say as to quality or descriptive specification of material purchased, but the purchasing agent decides who supplies it, makes the deal, makes necessary adjustments and okays invoices for payment.

Things we look for in suppliers are frankness, fair dealing, maintenance of satisfactory quality, dependable delivery, fair prices and service. To maintain these standards, we operate under these policies:

**1. Sources:** We want to buy from companies with ethical and good financial reputation. I do not mean necessarily that our policy is to buy from the biggest companies. We buy from more than 1,000 small companies. Because we find small companies are often more flexible in accommodating us when we have special problems, we favor them. Where our needs are great, we like one big source of supply and several small

ones. Usually, smaller companies are competitive both as to price and quality.

**2. Bids:** Competitive bids are let where there is more than one source of supply, unless we already have enough evidence from previous bids and experience to justify placing an order. Emergency orders and small orders are exceptions.

**3. Price:** Low bids are accepted, unless better quality or service, including delivery, is worth enough to the company to justify an exception. We must keep our company competitive. If we can save \$100,000 in careful buying, it is equal to \$1 million in sales by our salesmen. (Every dollar we save in purchasing means that we equal a \$10 sale in profit to our company.)

**4. Give-&-Take:** We like to buy from those who buy from us, on a basis of fair exchange of competitive values, without sacrificing price, quality or service. There is a limit to reciprocity, of course, we must sell \$5 million in products for every \$2 million we can purchase.

**5. Proximity:** When other conditions are equal, we prefer to buy from neighbors of our using plant. This cuts down lead time, reduces dollars in stock we must carry at the local plant, and helps to make us good neighbors in the community.

Those are the policies which direct us in our buying. Now, here are the tips on how to get a share of our purchases—tips I wish I had had long ago:



Salesmanship is not a theoretical study for Purchasing Agent Fred G. Prince.

For two years before World War I he sold life insurance. After the war he was a wholesale grocery salesman.

In the employ of Sterling Products Co., 1921, he sold cleaning products to laundry owners. He rose to sales manager there.

Pennsylvania Salt Manufacturing Co., Philadelphia, bought out the interests of Sterling in 1939, and Prince became sales manager of its Laundry Division. Three years later he was named sales manager of Pennsalt's Industrial Chemical Division.

In 1950 he jumped the fence and became general purchasing agent.

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BAN • BLUE BONNET MARGARINE • CHARLES ANTELL HOME  
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DEVOE DECOR-MATIC PAINTS • EASY-DO WAVE • ENNDS •  
FITCH SHAMPOO • GERBER BABY MEATS • GRAVY MASTER  
SEASONING • HI-LITE • HOOVER WASHER • INSTANT LATHER •  
KARO SYRUP • LANOLIN PLUS • LIFE SAVERS • LUSTRE CREME  
LOTION SHAMPOO • MEDIGUM • NP-27 • NEW ERA POTATO CHIPS •  
NUWORLD CHEESE • OLD STAGG • PHILIP MORRIS CIGARETTES •  
RIVAL DOG FOOD • SARAN WRAP • SATINA • SILVERCUP BREAD •  
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**TOLEDO TIMES** • *Morning*

REPRESENTED BY MOLONEY, REGAN & SCHMITT, INC.



Our fact-book, "TRY  
TESTING IN TOLEDO"  
sent on request.

**1. Calls:** A salesman doesn't need an excuse to call. He should not say "I was just passing by and thought I'd drop in." He should admit he feels he has something worth our while to hear, and worth the time for which his company is paying him to tell us.

We purchasing agents represent important eyes and ears of our companies; we're used to learning about new materials improvements and market trends. Sure, we skim through dozens of publications. But, we still get more practical, usable news about markets and trends, as well as about products we buy, from well-informed salesmen who call on us. So a salesman has to be frank and honest to get our attention and business. We depend on well-informed salesmen.

**2. Pressure:** Over-persistence won't work with us; high-pressure selling doesn't do in industrial selling. It creates antagonism. We can't buy anything until one of our using departments needs it and requisitions it.

It is not difficult to get on our list

of favored suppliers. It is limited only by standardization of some product lines which have been adopted for economy and convenience. Even here, standards yield to materials showing better performance. With us, standardization is a tool, not a straight-jacket. However, pressure selling never got anyone on our suppliers list.

**3. Facts:** A salesman can't expect the buyer to give all his figures on how much of this or that is consumed on the first call. When he has become acquainted and has gained the buyer's confidence in him and his company, the buyer will open up. He realizes, when he finds the salesman worth confiding in, that the more he tells about his problems, the more information the salesman can give to help him solve them.

**4. Reminder:** A new caller or infrequent caller should drop a brief line to the buyer after the call. It should be short, but include important things the buyer should remember about the product. When a requisition

comes in for that kind of material, the buyer has the letter in his active file as reference. It will help him remember the call, the salesman's name and name of the company. How often does a salesman "sell" the buyer on his product, and miss getting an order because the buyer can't remember his name and company a few weeks later when a requisition comes through?

**5. Contacts:** "Never by-pass the purchasing department" is a good rule to follow—unless the purchasing agent is an out-and-out stinker. (Stinkers are very much in the minority—bar-rail comments to the contrary.) If a salesman has something interesting, a good purchasing agent will help him find the right man or men in Engineering or Production to look it over. If a salesman works through the purchasing agent, the P.A. knows about him and about his company when requisitions come in for his kind of equipment. He will be included on the list when a request to bid goes out.

**6. Visits:** When a salesman visits other departments of the company to discuss technical aspects of a problem, it's a good idea for him to drop by and keep the P.A. aware of the service he is rendering. If he doesn't, he might give hours and hours of help to the company, and still be overlooked on bids because the P.A. doesn't know about his fine service. Remember, it is the prerogative of the using department to specify the type of material wanted. But, it is the prerogative of Purchasing to select the particular company to supply it, and to negotiate the deal and place the order.

**7. Benefits:** We want to be sold on the benefits and good qualities of a salesman's product. He should not try to sell us on how good a friend he is of the boss. If his product won't stand up against competition, it makes no difference whose friend he is. Our changing from a satisfactory supplier who has given good service to a new source requires more justification than the fact that he sells the same goods. Every supplier who gives us honest value and dependable service is a friend of the boss.

**8. Time:** Here's a tip on when to call and when to leave. Our small department places about 100 orders a day. We like to give prompt service to our customers—using departments of our company—just as a salesman likes to give prompt service to his customers. Whenever possible, we order material the same day we receive



### Your Market Grows Daily

Look away for 12 seconds and then look again and you'll discover that there's another human being in the United States to be fed, clothed, housed, and supplied with other needs and wants.

Undersecretary of Commerce Walter Williams (left) points to the counter. It runs up another number every 12 seconds. The increase in population is based on 1 birth every 9 seconds, a death every 21 seconds, 1 immigrant every 2 minutes, and 1 emigrant every 17 minutes — a net gain in population of 1 every 12 seconds. On the right, Robert A. Whitney, president, National Sales Executives, Inc., New York City.

This display, photographed at the NSE convention in Chicago, June 14, is an adaptation of a display in the lobby of the Department of Commerce building, Washington, D.C. DuPont, owner of this display, is using it extensively within the company, according to L. T. Alexander, manager, Exhibits, Advertising Dept., E. I. du Pont de Nemours & Co. (Inc.), Wilmington 98, Del.



## MECHANICAL "COPY TESTER" used in leading Philadelphia department stores!

Here's a copy tester without a peer (apologies herewith to Messrs. Gallup, Robinson and Starch)! It's the machine that tallies each day's sales in Philadelphia's department stores. And because these stores demand fast action every selling day, their FIRST choice is

THE INQUIRER. And THE INQUIRER stands FIRST in national advertising, retail advertising, classified advertising and total advertising. Good reason then for THE INQUIRER to be FIRST on your schedule in America's third market!

## The Philadelphia Inquirer

*The Voice of Delaware Valley, U.S.A.*

Exclusive Advertising Representatives:

**NEW YORK**  
ROBERT T. DEVLIN, JR.  
342 Madison Ave.  
Murray Hill 2-5838

**CHICAGO**  
EDWARD J. LYNCH  
20 N. Wacker Drive  
Anderson 3-6270

**DETROIT**  
GEORGE S. DIX  
Penobscot Bldg.  
Woodward 5-7260

West Coast Representatives:

**SAN FRANCISCO**  
FITZPATRICK & CHAMBERLIN  
155 Montgomery St.  
Garfield 1-7946

**LOS ANGELES**  
FITZPATRICK & CHAMBERLIN  
1127 Wilshire Boulevard  
Michigan 0259

### Retail sales in DELAWARE VALLEY, U. S. A. top national average

Retail sales per family in Delaware Valley, U.S.A. are 4.6% higher than national average. Here, 2.9% of U.S. population accounts for 3.1% of total retail sales.





# "This is the size we make for the Growing Greensboro Market!"



EVEN THE TRAILERS ARE BIGGER in the Growing Greensboro ABC Market! . . . One reason for this is the king-size buying habits of this prosperous and industrious market in the Carolina Piedmont — a market where 1/6 of North Carolina's 4-million folks account for 1/5 of the state's \$3-billion retail sales. . . . In automotive, food, gasoline, furniture, drug, general merchandise — all along the line, you'll find that the Growing Greensboro ABC Market is a real sales-producer . . . And one of the pretty parts of this selling picture is that the one big proven medium for coverage in this top Carolina market is the 100,000 daily circulation of the GREENSBORO NEWS and RECORD. . . .

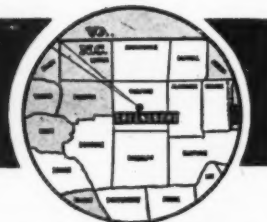
*The only medium with dominant coverage in the Growing Greensboro ABC Market, and with selling influence in over half of North Carolina!*

Sales Management Figures

## Greensboro News and Record

GREENSBORO, NORTH CAROLINA

Represented by Jann & Kelley, Inc.



requisitions. From four o'clock on in the afternoon, particularly on Friday, is a bad time to call. We are reviewing and signing orders.

It should go without saying that a salesman should not overstay his welcome. He knows the signs—or should know. When a buyer begins to appear uneasy and a salesman can no longer pin down his attention, it's time! His mind is on something else that must be of great importance to him at the time. A salesman should make a new appointment and gracefully bow out. The buyer's gratitude will assure a better interview the next time.

**9. Entertainment:** It's a big mistake for any salesman to go overboard on entertainment. Should a buyer become under personal obligation to any supplier's representative, his stock depreciates to zero. His value to his company is nil. A good purchasing agent doesn't buy from his friends. He does make friends of the people from whom he buys.

We enjoy having lunch once in awhile with the regular salesmen who call on us. And, another tip: Let us grab the luncheon check occasionally. We have our own expense account for such purposes; we like it that way.

**10. Reciprocity:** It's a mistake to rely on the reciprocity crutch too heavily. Any sales manager who sends out a salesman with the assurance of a sale is because the prospect sells to his company makes a grave error. We want salesmen to talk facts, not reciprocity. Even if we could buy all our needs from customers of our company, our Sales Division would have to sell two-thirds of our product without the aid of reciprocity. To a greater or lesser degree, the same thing is true of all companies.

We're happy to favor customers with our orders whenever we can without sacrificing quality, service or price.

**11. Service:** The job's not done when the salesman gets the order. In landing the order, he learns what the purchasing agent requires in quality and in service, including delivery. But, he really hasn't completed the sale until the product has been delivered as ordered, at the right place and at the right time.

Not too long ago, a new supplier routed his first shipment, ordered for our Natrona plant in western Pennsylvania, to our office building in Philadelphia. What could we do

with a carload of anything in an office building?

A purchasing agent gets into more trouble by permitting an operation to shut down through lack of materials than in any other way. If a shipment is a little off specification, there is at least a chance that by special processing the plant may be able to get by. If there is a mistake in price, it can be corrected later. But, if the material doesn't show up on time, and a process must shut down, or important construction is delayed, that loss never can be recovered. It's gone forever, and the purchasing agent is on the spot.

Production and engineering personnel don't blame the salesman. The purchasing agent is blamed, and quite properly. It is his responsibility to get the goods delivered on time. But, he blames the salesman, and he is the man with whom the salesman has to do business.

So be the customers' representative. Fight the customers' battles in the front office. If a breakdown, shortage of materials, or any other cause will delay shipment, tell the buyer before the date of shipment is due, and not after he has frantically checked up a week later, when the plant is about to shut down for lack of material.

One thing we don't want to do is read in the newspapers about a strike in a plant while we're expecting a shipment from that plant. If a salesman anticipates labor trouble or any other possible difficulty, he should let us know right away. Perhaps we can take delivery a little earlier or make plans to store the material somewhere, before the plant shuts down. Salesmen must be on our team. They must keep us informed on every eventuality. Our job depends on it—and so does their future business with us.

**12. Improvements:** Just because a salesman has a steady customer who buys the same things from him regularly, he should not take him for granted. When some new product appears in the line, tell him about it. He may want to use the new item instead of the old one he regularly orders.

It's happened to us, and to almost every purchasing agent: A new salesman walks in, demonstrates a new product and later gets an order. When our regular supplier asks why we no longer give him an order, we explain that another supplier has something better. "Why, we have that same product," cries the old supplier. "We've had it for months. We

didn't know you wanted it," he wails. But it's too late. We seldom go back to the old supplier when a new one is wide awake and gives us something better.

There are an even dozen tips on how to sell to industrial companies. Looking back through my 30 years of selling, I see that I've by-passed them from time to time—and missed orders. But they are basic; they mirror our buyers' pet peeves—and a peeved buyer doesn't buy.

### Sound Advice

My last bit of advice applies whether a salesman sells insurance, advertising, carpet tacks or million-dollar installations of process equipment—whether he is selling to a housewife, the head of a small plant, or the industrial purchasing agent. It's the good old tried-and-true formula. I believed in it during my 30 years of selling. My experience as purchasing agent has reassured me of its effectiveness. It's not magic, but it works:

1. Know the product, what it can do and why.
2. Tell me, the buyer, about its

benefits, what it can do for me, for our people, the users; what it can save us; what it can do to improve our quality; what it can do to increase our production.

3. Explain the good qualities built into the product to produce those benefits.

4. Dissipate any final doubts with the names of a few respected users who are enjoying those benefits. Offer to arrange a visit for us to one or two of them so the buyer or his representative can see the product working. (But don't quote how much some other company uses and expect that to be the sales presentation. We don't care how much XYZ Company uses—that's their business. We want to know what the product can do for *us* in our business.)

5. After getting the order, follow through to make sure the product arrives at the right place, at the right time, and has the right quality to guarantee those benefits.

6. Keep us up to date. Even if we have given an order to fill our needs for a whole year, drop in and talk to us. We want to hear about market trends and what competition is doing. Every salesman should stop in about four times a year.

**The End**

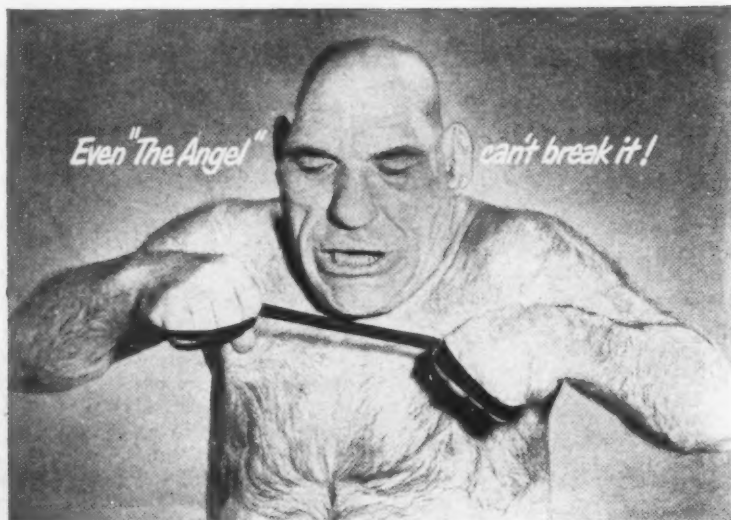
**I NEVER EXPECTED TO BE COMFORTABLY SETTLED LIKE THIS THE DAY WE MOVED IN. I'M GLAD OUR TRAFFIC MANAGER RECOMMENDED PRE-PLANNED MOVING.**

**PRE-PLANNED Moving In *Sanitized* Vans—Exclusive With**

**United**  
VAN LINES, INC.  
MOVING WITH CARE  
EVERYWHERE

### Unfounded Skepticism

"We have kept close count," says the author, "on the number of inquiries from each advertisement, the Starch rating, and weighed our prospects of doing better by switching to advertising which bears down on actual uses of the tape."



## World's strongest tape?

You can tow a truck with it, lift huge weights with it! "Scotch" Brand Filament Tape is so strong even "The Angel," famous French wrestler Maurice Tillet, can't break it. And it's resilient, too—absorbs jolts and jars again and again.

That's why companies like IBM, Gulf Oil Corp., American Cyanamid Co. and others find this new kind of packaging tape does the job on their heavy-duty strapping, banding, palletizing.

It gives up to 10 times the tensile strength of most other pressure-sensitive tapes because it's made with thousands of continuous rayon or glass filaments. And it withstands repeated impact shock because these filaments are embedded in a tough, pressure-sensitive adhesive.

Try it today! If you'd like more facts or a free sample roll for testing purposes, write Minnesota Mining & Manufacturing Co., Dept. FM-42, St. Paul 6, Minnesota.

## Some People Object, but He Sells

3M tried "tell-all" advertising for a new industrial tape offering savings in packaging costs. It did reasonably well but this "strong man" theme attracts far more attention. Why did the company hesitate for a long time on switch?

**BY LOUIS F. WEYAND • Executive Vice-President  
Minnesota Mining and Manufacturing Co.**

Stopping power in the advertising department means bigger business in the sales department.

That has been proved by a series of "strong man" advertisements 3M has been using during the past four years to promote sales of Scotch Brand Filament Tape.

We had an advertising problem when that fantastically strong tape became available:

Should we utilize the conventional

"use picture" type of advertising, showing prospective purchasers how they could save time or money or do something better through use of the tape?

Or should we strike out for something smashing in the way of illustrations which would hold readers through the explanatory material?

We tried both, and a combination of both.

Net result: 3M's multimillion-

dollar sales for this product during the last year have increased more than 35%.

We thank our aggressive sales and production personnel, as well as our advertising program.

You probably have been interested, casually at least, in the advertisements showing Maurice (The Angel) Tillet, or Bronko Nagurski or some other gentleman of strength trying to break the Filament Tape. We have been more than casually interested: We have kept close count of the number of inquiries from each advertisement, the Starch rating, and weighed our prospects of doing better by switching to advertising which bears down on actual uses of the tape.

We were quite interested in Starch returns from an advertisement showing Nagurski trying to break the tape. Starch ratings are based on a par of 100, which indicates the performance of the average advertisement in the specific magazine tested. An adver-



# How To Make a Copywriter..

*Some agencies make a distinction between contact men (account executives) and copy writers. We don't. The man who works directly with the client knows more about what to say in a printed promotion than any other man in this house. That's why our account men ARE our copy writers.*



one talent which sets him apart as a good advertising man: he knows how to put the "sell" into print.

This agency is a direct wire between a man who wants to sell and a man who may want to buy. We communicate between the two, and we concentrate on telling the potential buyer what he

The best ads are written in the field. That's where you find out what industry or the consumer wants. It's where you go to learn how a product is performing, why people or companies are buying it (or not buying it). And it's where you go to see what the competition has to offer.

The point is: You go!

Get out in the field where things happen, where oil is pumped and crates are unloaded and shoes get scuffed-up. Talk to salesmen, listen to users. When you have done all that, you may know something about pipe line valves or fork trucks or safety shoes. You may be ready to start writing an ad.

An MG&R account man builds his copy on first-hand experience. He insists on knowing what the buyer wants to know—that's why he spends much of his time in the field, at distributors' stores, at trade shows, anywhere that contributes to being an Educated Buyer.

He is experienced in selling campaigns, direct-mail, catalogs, institutional campaigns, industrial and consumer copy, news releases.

He may be trained in engineering, manufacturing, building, farming or other fields.

He knows layout and color and can explain to our artists exactly what effect he wants.

He is basically a good salesman, but there's

wants to know in language he understands. Every officer and major executive of this agency is plugged in on the direct wire. Each of our accounts gets the advantages that our whole agency can provide. We try to be a market-place of ideas for promoting sales.

We get together regularly for meetings of what we call our "Creative Committee." That's a fancy name for a group of men with more than 300 aggregate years of experience in selling and advertising. They talk about each other's accounts, campaigns and problems. It's stimulating and productive. And it means that each client has every man in this agency working on his account. He gets the *best* service this agency can provide.

Marsteller,  
Gebhardt  
and  
Reed, Inc.

ADVERTISING

CHICAGO • PITTSBURGH • NEW YORK



LOUIS F. WEYAND . . .

. . . directs activities of 3M's well-known Scotch brand tape divisions, company's largest single product group. Many of his 39 years with the firm have been spent in Detroit building and maintaining the contacts which have made the automobile industry 3M's biggest customer. . . . When 3M technicians developed the first successful waterproof sandpaper in the early 1920's, Salesman Weyand showed the automotive industry how to use it to improve factory health conditions. Later he was instrumental in convincing the same industry that 3M's masking tapes could be used to produce two-tone paint jobs.

Weyand came to the home office in St. Paul in 1952 and is active in civic affairs.



tisement with twice the average attention-value is rated 200. These ratings are made at three readership levels: *noted*, the number of readers who remember seeing the advertisement; *seen-associated*, those who associate the advertisement correctly with the product advertised; *read most*, those who read most of the advertisement's body copy.

On the Nagurski illustration we rated:

Noted	Seen-Assoc.	Read Most
-------	-------------	-----------

*Business Week*

220 (4th)	244 (4th)	267 (5th)
-----------	-----------	-----------

*Factory Management and Maintenance*

240 (1st)	242 (1st)	215 (2nd)
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It may be of interest to SALES MANAGEMENT readers that Nagurski, an All-American fullback, a wrestler, and a native Minnesotan as is 3M, likes to have his picture in the magazine and make a casual dollar. He was glad to pose for a \$200 fee which 3M was glad to pay him. That was the highest fee demanded by any strong man.

It seemed only reasonable to test that type of advertising against the "use" type. We selected an advertise-

ment which proclaimed that the new "tape banding method saves \$1.75 per pallet." We were confident that the "saves" wording would attract plenty of attention in these days of high costs.

What happened? In the May 30, 1953 issue of *Business Week*, of 98 advertisements checked the advertisement ran 43rd on *noted*, 58th on *seen-associated* and 19th on *read most*. That wasn't too bad a showing, considering the caliber of competition in that issue, but it wasn't up to the strong man performance.

After some hesitation, and a lot more testing, we decided to go all-out on the "stopper" type of advertisements. We told the advertising agency, Batten, Barton, Durstine & Osborn, Inc., to sign up The Angel. Maurice Tillet is, we understand, a gentle, learned gentleman but his photographs don't show him as the type of person you would hire, say, as a baby sitter. Some people, as a matter of fact, get a bit squeamish over his pictures. We had no doubt the photograph would be a stopper but we weren't sure how many persons would sustain interest in the advertisement.

We ran the usual checks against past performance. The Angel illustration advertisement showed up this way:

Noted	Seen-Assoc.	Read Most
-------	-------------	-----------

*Factory Management and Maintenance*

First	First	First
-------	-------	-------

*Business Week*

First	Third	Fifth
-------	-------	-------

You can't beat performance like that.

The Angel, incidentally, was happy to pose for \$50. Primo Carnera received \$100. Others in the long series received anywhere from nothing to the top \$200 for Nagurski.

As things progressed, we gradually decreased the size of the main illustration and increased the space devoted to explanatory material. However, secondary copy and pictures consistently have been factual and realistic. They usually show people using the product and doing the job.

The advertisements have proved to be continuously effective for us in getting across our basic story of the tape's strength and versatility. They have pulled uniformly high Starch ratings and garnered a good number of direct, high-quality inquiries on each insertion, even though no "hard sell" has been made for such response.

With minor changes, the format has remained the same although the advertisements have appeared frequently in general business papers and diversified trade journals. Experience has proved the strong man serves well as a stopper, and we try to keep that illustration and headline reasonably large.

Outside testimonials and company names are not used frequently but on occasion have been incorporated in short-copy captions.

The End

MINNESOTA MINING & MANUFACTURING CO. . . .

. . . started in 1902 with the idea of filling the need for a better abrasive mineral in the manufacture of grinding wheels and sandpaper.

Today it produces more than 1,000 varied products. Sales last year totalled \$220 million. In addition to abrasives and the well-known Scotch brand tapes, 3M makes reflective sheetings, roofing granules, adhesives, coatings, electrical insulating materials, magnetic recording tape, printing accessories, ribbons and chemicals. The automotive industry is the company's biggest single customer; building industry, second; consumer market, third.

# It takes a fourth



Whether you're playing bridge, or playing for higher stakes in business, it takes a *fourth*.

Financial, production and engineering skills don't pay off unless they're backed up by the *fourth* skill—Distribution.



Nobody ever made money in the manufacturing business without that *fourth* skill, which includes sales effort.

Sometimes management loses sight of this. It

talks of production at a profit, and yet there is no profit until goods are sold.

It would never think of withholding power that is needed to get the most out of plant capacity. And yet it frequently holds back on the power of advertising when it is needed most to help Distribution maintain sales and profit levels.

Today there is new thinking at the management level in many companies. Distribution is getting priority. The old question "How much can we save on advertising?" is being replaced by "How can we find *more* jobs that advertising can do to increase sales effectiveness?"

Have you ever put the question to your advertising agency *that way*? Try it. Theirs is the *fourth* skill.

**THE PENTON PUBLISHING COMPANY**

PENTON BUILDING • CLEVELAND 13, OHIO



# Adventures in Shopping— The Discount Houses

BY THE SALES MANAGEMENT STAFF

Old established stores follow the newer discount houses in fighting for heavy traffic and high turnover instead of full list prices and few takers. Discounting is growing in small cities.

Glance through The J. L. Hudson Co. ad. (page 60) read the shopping experiences in other stores. Then be a consumer for a moment and ask yourself whether *you* would pay full list prices today on Stelber or Huffy bicycles; Ronson or Zippo lighters; Waterman or Eversharp pens; certain models of Eastman Kodaks; Fedders air conditioners.

Or on Royal typewriters; Goodrich Koroseal products; Hamilton Beach mixers; Nesco roasters; Westinghouse, Hoover or Steam-O-Matic irons; Shakespeare reels; Kreisler watch bands; Revere copperware; Remington or Schick razors.

Is price the only appeal of the discount house? To most people the appeal is undoubtedly price, since the discount store in the high rent district or appointed with luxury fittings is the exception rather than the rule. In general it doesn't offer delivery or credit.

But if you assume that it is not

patronized by the well-to-do you are mistaken.

So widespread is the idea that only a sucker pays full list price, that even high-income couples go miles out of their way to shop for the best possible discount. With them it's a sort of game, a grand adventure, and if they succeed in getting 40% off, they enjoy kidding friends who were satisfied with a mere 30%!

Most observers of the marketing scene agree that manufacturers have brought this list-price-is-a-joke thinking into being: Either they really want the list price maintained (as in the case of fair-traders) but set it so high that the most inefficient retailer can make a profit (an "umbrella" spread), or they set an unrealistically high price as an *open invitation* to retailers to say, "Nationally advertised at \$8.95; our price \$6.45."

Fewer and fewer consumers are paying list prices. Here are more examples:

preference and the reason for it. He gave me a good run-down on Steam-O-Matic and Westinghouse but devoted most of his attention to Hoover. I learned enough about ironing from taking care of my own clothes overseas during World War II to be impressed by features of the new Hoover.

Prices on the three brands were about the same, as I recall. The new Hoover was \$18.95, regular retail price. Heins and Bolet sold it to me for \$12.87, a saving of \$6.08.

The point which clinched my purchase was the assurance: "If anything goes wrong, just bring it back to our service department."

The other day I called Heins and Bolet, told them I had bought the iron in December, that it had been dropped, and asked if they could repair it. The man in the service department said they would be very glad to take it but that they would send it to The Hoover Co., 370 Seventh Avenue, New York City, for repair. He pointed out that they would have to charge me \$1.50 for handling. The Heins and Bolet man didn't specifically tell me to take it to Hoover myself, but he gave me all the information. It would have been pointless to pay the \$1.50 handling charge when I could take the iron directly to Hoover just as easily myself. He made it plain, too, that Heins and Bolet would be happy to handle the repair, if I wished. I walked a few blocks to the Hoover Repair Service and got the iron back in a couple of days. No charge, either.

My wife has an iron she likes very much; Hoover gave excellent repair service. Wouldn't it have been silly of me to pay the \$6.08 difference to a "regular" dealer on the ground that he can give me "better service?"

## 14. Beat This for Service!

Heins and Bolet, 68 Cortlandt St., New York, N.Y.

The other day, my wife dropped a new Hoover steam-or-dry iron on the floor. It still steamed but obviously there was something wrong with the internal mechanism.

"You bought that at a discount house, didn't you?" she asked. "I wonder if they'd give you service if you took it back?"

Some months earlier I had headed for Heins and Bolet to see what price I could get on a Steam-O-Matic iron (Rival Mfg. Co., Kansas City, Mo.). My wife had had a Steam-O-Matic for a number of years and it had

proved exceptionally useful. She wanted me to get the new model.

Heins and Bolet is what I have always known to be a discount house. I have been going there for more than 15 years. Salesmen always ask, "For whom do you work?" when I query, "How much off on this item?" I tell them. They never write it down or check up.

Heins and Bolet had the new model Steam-O-Matic on display, along with Westinghouse and Hoover. I suggested that the salesman describe the features of all three and tell me his



## Is the packaging important?

It is \$8 billion worth or more a year. 18,361 key men make most of the buying decisions. Reach and sell them all and tell them your story in **PACKAGING PARADE**. The one publication for complete (BPA) coverage in a rich and growing field. Let **PACKAGING PARADE** be your No. 1 salesman for new business! If the packaging of America's products is important to you...

...THEN  
**PACKAGING PARADE**  
is essential!

### **PACKAGING PARADE**

A Haywood Publication

22 East Huron, Chicago 11

101 Park Avenue, New York 17

West Coast—McDonald-Thompson

AUGUST 15, 1954





**\* LOUISVILLE BELONGS ON ANY SUPPLEMENT SCHEDULE**

### DID YOU KNOW?

In 1952, more than a 100 This Week advertisers placed a total of 286,419 lines in the Louisville Courier-Journal Sunday Magazine. In the ten-year period from 1942 to 1952, the Louisville Courier-Journal Sunday Magazine grew in advertising lineage from 350,000 lines annually to 1,593,000.

Send for your free copy of a new factual study of newspaper supplements. Write to: Promotion Department, The Courier-Journal, Louisville 2, Kentucky.

### \* THE LOUISVILLE Courier-Journal SUNDAY MAGAZINE

Sunday Courier-Journal Circulation 303,238 • Member of The Locally-Edited Group • Represented Nationally by The Branhram Company.



**Service as you like it for business and fun**

**HOTELS Mayfair Lennox ST LOUIS**  
TELETYPE SL 139

## Here Are Hudson's Everyday Prices on 155 Nationally Advertised Items...



...and when

**you shop at Hudson's...**

**you get value...**

**plus the assurance of fair dealing and integrity ... a Hudson policy since the founding of the store seventy-three years ago.**

**plus the advantages of the many services offered by Hudson's: expert sales advice; charge accounts; convenient payment plan; lay-away; free delivery in Michigan and Toledo, Ohio; wide assortments; well arranged stocks; clean, attractive surroundings.**

**plus the security of knowing that Hudson's stands back of every piece of merchandise it sells.**

#### ELECTRIC APPLIANCES

Nationally Advertised Price	Hudson's Price
Refrigerator-Two Door	\$17.75
Refrigerator-Two Door	\$17.75
Refrigerator-Two Door	\$17.75
Refrigerator-Two Door	\$17.75
Refrigerator-Two Door	\$17.75
Refrigerator-Two Door	\$17.75
Refrigerator-Two Door	\$17.75
Refrigerator-Two Door	\$17.75
Refrigerator-Two Door	\$17.75
Refrigerator-Two Door	\$17.75

#### FISHING GEAR

Nationally Advertised Price	Hudson's Price
Shakespeare Automatic Reel	\$2.25
Shakespeare Automatic Reel	\$2.25
Shakespeare Automatic Reel	\$2.25
Shakespeare Automatic Reel	\$2.25
Shakespeare Automatic Reel	\$2.25
Shakespeare Automatic Reel	\$2.25
Shakespeare Automatic Reel	\$2.25
Shakespeare Automatic Reel	\$2.25
Shakespeare Automatic Reel	\$2.25
Shakespeare Automatic Reel	\$2.25

#### FOUNTAIN PENS AND SETS

Nationally Advertised Price	Hudson's Price
Leopold and Loeb Fountain Pen	\$1.49
Leopold and Loeb Fountain Pen	\$1.49
Leopold and Loeb Fountain Pen	\$1.49
Leopold and Loeb Fountain Pen	\$1.49
Leopold and Loeb Fountain Pen	\$1.49
Leopold and Loeb Fountain Pen	\$1.49
Leopold and Loeb Fountain Pen	\$1.49
Leopold and Loeb Fountain Pen	\$1.49
Leopold and Loeb Fountain Pen	\$1.49
Leopold and Loeb Fountain Pen	\$1.49

#### MISCELLANEOUS

Nationally Advertised Price	Hudson's Price
Swiss Reel	\$1.75
Swiss Reel	\$1.75
Swiss Reel	\$1.75
Swiss Reel	\$1.75
Swiss Reel	\$1.75
Swiss Reel	\$1.75
Swiss Reel	\$1.75
Swiss Reel	\$1.75
Swiss Reel	\$1.75
Swiss Reel	\$1.75

#### MISCELLANEOUS HOUSEWARES

Nationally Advertised Price	Hudson's Price
Refrigerator-Two Door	\$17.75
Refrigerator-Two Door	\$17.75
Refrigerator-Two Door	\$17.75
Refrigerator-Two Door	\$17.75
Refrigerator-Two Door	\$17.75
Refrigerator-Two Door	\$17.75
Refrigerator-Two Door	\$17.75
Refrigerator-Two Door	\$17.75
Refrigerator-Two Door	\$17.75
Refrigerator-Two Door	\$17.75

#### WATCH BANDS

Nationally Advertised Price	Hudson's Price
Swiss Reel	\$1.75
Swiss Reel	\$1.75
Swiss Reel	\$1.75
Swiss Reel	\$1.75
Swiss Reel	\$1.75
Swiss Reel	\$1.75
Swiss Reel	\$1.75
Swiss Reel	\$1.75
Swiss Reel	\$1.75
Swiss Reel	\$1.75

#### CAMERAS, PROJECTORS, EQUIPMENT

Nationally Advertised Price	Hudson's Price
Shanghai Radio Radio	\$1.35
Shanghai Radio Radio	\$1.35
Shanghai Radio Radio	\$1.35
Shanghai Radio Radio	\$1.35
Shanghai Radio Radio	\$1.35
Shanghai Radio Radio	\$1.35
Shanghai Radio Radio	\$1.35
Shanghai Radio Radio	\$1.35
Shanghai Radio Radio	\$1.35
Shanghai Radio Radio	\$1.35

#### TYPEWRITERS

Nationally Advertised Price	Hudson's Price
Royal Dictator	\$114.25
Royal Dictator	\$114.25
Royal Dictator	\$114.25
Royal Dictator	\$114.25
Royal Dictator	\$114.25
Royal Dictator	\$114.25
Royal Dictator	\$114.25
Royal Dictator	\$114.25
Royal Dictator	\$114.25
Royal Dictator	\$114.25

#### ELECTRIC SHAVERS

Nationally Advertised Price	Hudson's Price
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50

#### CIGARETTE LIGHTERS

Nationally Advertised Price	Hudson's Price
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50

#### CLOCKS

Nationally Advertised Price	Hudson's Price
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50

#### COOKING UTENSILS

Nationally Advertised Price	Hudson's Price
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50
Shaver	\$12.50

### Shop with confidence at HUDSON'S ... DOWNTOWN and NORTHLAND

**BEATING THE DISCOUNTERS AT THEIR OWN GAME** is now standard practice for Detroit's quality department store, The J. L. Hudson Co. List prices are becoming meaningless as more and more merchants demonstrate that fast turnover is more important than the long markup.

#### 15. Fighting Fire with Fire

The J. L. Hudson Co., Downtown and Northland, Detroit, Mich.

The J. L. Hudson Co., leading Detroit area department store, is fighting fire with fire. In a full-page advertisement on Sunday, June 27, Hudson's featured everyday prices on 155 nationally advertised items, all at a substantial discount.

For example, the June 15 issue of SM reported Gulko Products Co., New York, offering a Kodak "Dualflex" for "approximately 17" on spe-

cial order from the manufacturer. Gulko had none in stock.

Hudson's, on the other hand, offers the Eastman Kodak Dualflex F 8, nationally advertised at \$22.50, for \$18, and will give immediate delivery on as many as a purchaser wants. Hudson's price includes charge account service, convenient payment plans, lay-away service, free delivery in Michigan and Toledo, Ohio...

plus "the security of knowing that Hudson's stands back of every piece of merchandise it sells."

For 73 years Hudson's has seen its policy of "the customer is always right" help the store to become a colossus in retailing; the downtown "basement store," operated separately, does more business annually than the two largest department store competitors put together. Further, Hudson's owns and controls the tremendous Northland Shopping Center in northwest Detroit, where 70 other merchants not only pay rent to Hudson's, but contribute a share of their gross business.

In the small appliance field Hudson's offers a Hamilton Beach mixer, regularly \$42.90, at \$31.50; a Nesco roaster, regularly \$39.95, at \$32.50; a Westinghouse Steam-Dry iron, regularly \$17.95, at \$13.99.

Fishermen can buy the Shakespeare President reel, which sells for \$30, at \$19.25—more than one-third off. An \$18.75 Eversharp pen and pencil set goes for \$11.25. Hudson's sells the

popular Skotch Kooler at \$4.80, well below the national price of \$7.95.

At Hudson's you can pick up a \$12.50 Kreislser watch band for \$6.86, plus federal tax; a Royal Deluxe portable typewriter which sells for \$114.42, for just \$83.84; a Remington or Schick electric shaver which sells for about \$28.50, for \$18.88.

And the list continues in the field of popular "nationally advertised" merchandise. Four types of Zippos and 20 models of Ronson lighters are offered at substantial discounts—the \$3.50 Zippo standard selling for \$2.10. Telechron and Seth Thomas clocks are sold in a similar manner.

The entire line of popular Revere ware goes similarly; the \$5.25 1½-quart saucepan, for example, is sold for \$3.50. Presto pressure cookers are offered at similar discounts.

As the majority of Detroit families with any credit standing have a J. L. Hudson Co. charge account, the effect of this kind of advertising on the discount houses will be interesting to watch.

#### 16. The Neighborhood's Only Busy Store

E. J. Korvette Co., Inc., 334 Fulton Ave., Hempstead, Long Island, N.Y.

With three stores in Manhattan, this local chain discount house is elbowing its way into some of the major secondary retail markets in the New York metropolitan area. With the outlet in Hempstead and another in White Plains there is now no need for consumers in those areas to lug home heavy packages. Pickups by automobile save delivery charges ranging from \$2 to \$5 a unit. Service complaints and returns are easily handled.

The Hempstead store is a good three-block walk from the major shopping section where Franklin Simon, Abraham & Straus and Arnold Constable stores cater to their Long Island clientele. But it is right next to one of the town's big parking centers from which a car can pull up to the rear entrance of Korvette for easy loading.

This call was made on a hot Friday afternoon in June. The sunny main streets were sparsely dotted with perspiring shoppers. Department store main floors were in a semi-dormant state and, here and there, some smaller merchants stood in doorways of stores devoid of customers. Except for those at soda counters, salespeople at Woolworth's and Grant's had plenty of time for small talk between customers. In short, it was a typical

hot summer afternoon in a suburban town.

But in Korvette's—it was holiday time. Aisles were crowded, customers three deep at the wrapping counter waiting for their purchases. Others were holding up their selections, demanding to be waited on. A salesman, questioned about the "rush," replied, "This is a rush? Wait till tomorrow (Saturday). Then it's a madhouse."

Korvette, in most instances, displays both the manufacturer's list price and its own cut price on the tag. In the sporting goods section a salesman showed me a Stelber 20" bicycle, listed at \$54.95, for \$35.90. On the same size Huffy, the maker's price of \$59.95 was reduced to \$46.90.

The salesman made a half-hearted attempt to switch me to an English bike—"a much better buy."

At the pen and novelty counter Ronson lighters, in a wide array of models, were offered at a flat 40% off list price. The Waterman fountain pen #897, tabbed with a \$10 sticker, was a buy at \$6; similarly, the Eversharp standard \$5 pen went for \$3.

"All", the intensively promoted detergent for washing machines, was piled six pails high in a mass display. The 25-pound pail, listed at \$6.45, was cut by Korvette, first to \$4.65.

## from Beer...



## ...to Brandy!

Ballantine	Heineken	Schlitz
Blatz	Kirin	Tuborg
Budweiser	Lucky Lager	☆
Burgermeister	Miller	Bols
Charrington	Pabst	Courvoisier
Goebels	Ruppert	Grand Marnier

**Beverage advertisers  
sell the Armed Forces  
through the newspapers  
with widest Service Coverage**

This partial listing indicates successful beverage advertisers who realize the immense potential of sales to the 3½ million members of the U.S. Armed Forces and their families. Liquor distillers and soft drink advertisers as well rely on the network of Service newspapers to carry their message to Service consumers with their 8 billion dollar spendable yearly income.

Don't lose out on profitable business with Armed Forces customers. Ask our nearest representative to show you how to sell this huge market.

### NEW! THE MILITARY MARKET

The Monthly Trade Paper for Military Buyers Everywhere. Reach more officers who buy for Service consumers.


GET "HOW TO SELL" DETAILS, SAMPLE COPIES, RATES AND MARKET DATA AT NEAREST OFFICE

**ARMY TIMES  
AIR FORCE TIMES  
NAVY TIMES**

(All members: Audit Bureau of Circulations)

**THE AMERICAN DAILY**  
(in Europe)

HOME OFFICE:  
3132 M St., N.W., WASHINGTON 7, D. C.  
Branch Offices in:  
NEW YORK • BOSTON • LOS ANGELES  
SAN FRANCISCO • CHICAGO  
LONDON • PARIS • ROME • TOKYO  
FRANKFURT • CASABLANCA

Storage space?  Call...

## YOUR ALLIED AGENT



no.1 specialist in storage!



(long distance moving, too!)



**Prompt service** from the nation's largest moving organization is assured you by more than 2200 modern Allied vans and by expertly trained drivers serving you throughout the U.S.A. and in Canada.



**FREE Booklet** to help you plan your next move. Get your copy of "Before You Move" from your local Allied Agent. See classified telephone directory. Or write Allied Van Lines, Inc., Broadview, Ill.

then, apparently to meet competition, to \$4.55. The regular dealer has to pay his jobber \$4.30 a pail per two-pail cartons.

Royal typewriters took some deep cuts. A typical example was the "Quiet LeDuxe Portable," manufacturer's list \$113.78, federal tax included. Korvette's price was \$79.65, tax included. A telephone call to the sales department of Royal McBee Corp. as to whether I might be buying a rebuilt model brought the reply that the machine was most likely new. The company sells Korvette. However, if I wanted to be sure, I should check the serial number which should be in the neighborhood of 2,800,000.

As for the price quoted by Korvette, I was advised by the Royal salesman to "grab it. I'd have to pay the full price myself from the company."

A big pile of Goodrich Koroseal garden hose was melting fast, as one customer after another pulled one and two lengths off the top. Each unit was mounted on a display card which stated: "Fair Trade Price \$13.85, as advertised in *House & Garden*, *Life* and *The Saturday Evening Post*."

Reason for the sales velocity? A scribbled \$9.90 in black crayon which meant a cool saving of \$3.95 per unit.

In a telephone inquiry to a B. F. Goodrich Co. executive, I was informed that the company does not sell Korvette. The hose is sold to distributors whom the Goodrich executive claims the firm cannot control in the matter of price maintenance. Further, he said, Goodrich makes no particular effort to police the market.

In addition to all the standard and branded items normally found in a discount house, Korvette also features—and sells in quantity—haberdashery, women's apparel and linens. And, not to overlook a bet, it furnishes a double-purpose card which "admits you to Korvette's carpet showroom where you will effect a substantial saving on any purchase."

The carpet section is operated under the name of the Keenan For Carpet, Inc., 216 E. 45th Street, New York City. The customer is also invited to visit the Korvette home furnishing centers. For furniture it's The Charles Furniture Co., Inc., 32 W. 20th St., New York City. For everything for the youngster "from cradle to college," it's Younger Set Interiors, Inc., 26 W. 20th St., New York City.

The card itself is "a confidential identification card entitling bearer to an approximate discount of 33 1/3% to 60% on all merchandise in our showroom."



# SOMETHING MISSING...



## LIKE CALIFORNIA WITHOUT THE BILLION DOLLAR VALLEY OF THE BEES

Inland California is a self-contained market, bigger in area than Michigan. Two million people, with over \$3 billion in buying power (more than San Francisco and Oakland combined)\*, live in this metropolitan market. You can't reach them by relying on coast newspapers. To cover them *in depth*, you need the Valley's strong local papers, the three McClatchy Newspapers. For more data on them — and the market they cover — get the 1954 *Consumer Analysis*. Available to manufacturers and advertising agencies by writing McClatchy Newspapers, Sacramento 4, California.



THE SACRAMENTO BEE  
THE MODESTO BEE  
THE FRESNO BEE

\*Sales Management's 1953 Copyrighted Survey

### Mc CLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

\*Sales Management's 1953 Copyrighted Survey

AUGUST 15, 1954

63



GIVE FREE

## ORCHIDS

to the ladies—flowed from Hawaii for a few cents each! . . . to

- Introduce New Products
- Introduce New Models
- Increase BUYING Traffic

and you'll get

## MORE SALES!

Write today for new price list and brochure of many HAWAIIAN FLOWER GIFTS for promotions.

Dept. SMa84

**H. C. Krueger-Flowers of Hawaii**

670 S. Lafayette Pk. Pl., Los Angeles 57, Calif.

## No Patent Inside

You can't reach Central Florida with a Sunday Supplement, unless you buy Orlando Sentinel-Star's own 20-page full size Florida Magazine.

We don't believe in patent insides, boiler plate and stories about Saskatchewan. We just don't have the space nor the inclination.

We invest all our pages in Central Florida features . . . No store-bought magazine fillers for us, or our quarter-million peopled territory.

**Orlando Sentinel-Star**

Orlando, Fla.

Nat. Rep. Burke, Kuipers & Mahoney

## To Sales Managers: The MOST POWERFUL MOTIVATION For More Sales

inspiring salesmen and dealers alike, is a TRAVEL VACATION

A "NEW CONCEPT" in sales campaigns that includes over 1400 completely planned travel combinations . . . with contest details and all travel arrangements worked out for you.

**Pays for Itself**  
out of increased sales

Write for I.S.I. complete folder "Planning The Sales Campaign" and tell us how many salesmen and dealers sell for you.

**International Sales Incentives, Inc.**

1654 Hanna Building Dept. SM  
Tower I-0393 Cleveland, Ohio

Not that I doubted the Korvette salesman's statement that "Saturday is a madhouse," but to make sure I called again on that day. He had not exaggerated.

Shoppers pushed through the aisles, crowded around counters and glass-covered wall cases were crowded with shoppers. Many were carrying bundles, beach chairs and other large

### 17. No Service, No Stock—No Sale

Discount House of Rhode Island, 843 Main Street, Providence, R.I.

The average shopper doesn't buy an air conditioning unit every day in the week. That's why I wanted to shop around a bit before spending most of my three weeks' pay in one place. And here was a discount house less than a block away from Shawmut, an old-established appliance outlet. I wandered inside.

A salesman greeted me at the door and I told him what I had in mind.

"Which model?" he asked somewhat impatiently.

My answer may have sounded stupid to him but I was very serious when I told him I wanted an air conditioning unit to cool my three-room attic apartment.

"Look over here," he said, flipping through a huge catalog to a section which looked like the pages of a telephone directory.

"There are all sorts of models made by all sorts of manufacturers. You've got to know what you want.

"This is a discount house. Through our special connections we can save you money on any model you want.

"We sell an air conditioning unit practically every hour of the business day." He followed through by pointing to a crated model on the floor and saying, "This is the most popular model. We stock it. If you want any other model, we can order it for you."

I still didn't know which model would best cool my apartment. Apparently the salesman didn't either for he excused himself "for a minute" to make "an important telephone call" in the store's office.

Here and there signs repeated that nothing was on special sale, that the store offered "courtesy discounts" from 20% to 50% off the list price of the finest quality merchandise, that every item was guaranteed, and that discount houses were "here to stay."

During the salesman's absence I looked around. There were DuMont radios, Lewyt vacuum cleaners, New Home sewing machines, Motorola television sets, Ampro recorders, Thor electric and Magic Chef gas

unwrapped items to their cars in the rear. Others were pleading with harassed sales personnel to "Please wait on me. I'm next."

In other Hempstead stores I checked it was just another hot afternoon "with most of the people probably at the beach"—except of course those struggling to get near one of the merchandise counters at Korvette.

ranges—even a Youngstown kitchen sink on display.

When he returned I pointed to the 50% discount sign and asked him to name a few things I could buy at that saving.

"Jewelry," he replied, leading me to a jumbled case filled with watches.

Seeing big names like Hamilton, Bulova, Elgin, Longines and Benrus, I asked if they could be purchased at 50% off list prices.

"No, but I'll let you have a Helbros at that discount," he answered.

As I was leaving he said, "Come back when you know what you want. We'll save you some money. A lotta money!"

I walked down to the Shawmut store and repeated my request for an air conditioning unit which would cool my attic apartment. The salesman said he would have to see my home before he could make a recommendation. He drove me home and looked over the apartment. He noted that I had 220-voltage for an electric stove and assured me there would be no charge for the installation of any model.

Then he measured the rooms, observing the location of each connecting door. He looked out each window and saw that only two rooms were partially shaded by the tall trees.

After he was told about our smoking habits, cooking odors and sleeping problems, he recommended a half-ton unit for the north window in the living room. In fact he said he could install it the next day and provide 24-hour service for five years.

When I asked him about prices, he quoted them for three different models and casually mentioned that his firm's sale featured Fedders 1954 deluxe 45 G model at \$275—marked down from \$329.

I peeked at the prices I had picked up in the discount house. They showed this model at \$264—\$11 cheaper.

But what's 11 bucks when it comes to service? I bought it! **The End**



*Yo-Ho-Ho and an increase in sales*

## STRIKE IT RICH WITH HARD-SELLING PACKAGES BY **Milprint**

There's a "treasure trove" in your sales area, too...and colorful, eye-appealing Milprint packages can supply just the key you need! That's why so many industry leaders rely on Milprint for packages with brilliant sparkle and that precision-printed "pick-me-up" look that stops, tells and sells more customers.

Years of merchandising and packaging experience, talented artists and printing craftsmen combine with the widest variety of packaging materials and printing processes available anywhere to make Milprint first choice for effective, selective packaging. Call your Milprint man—first!



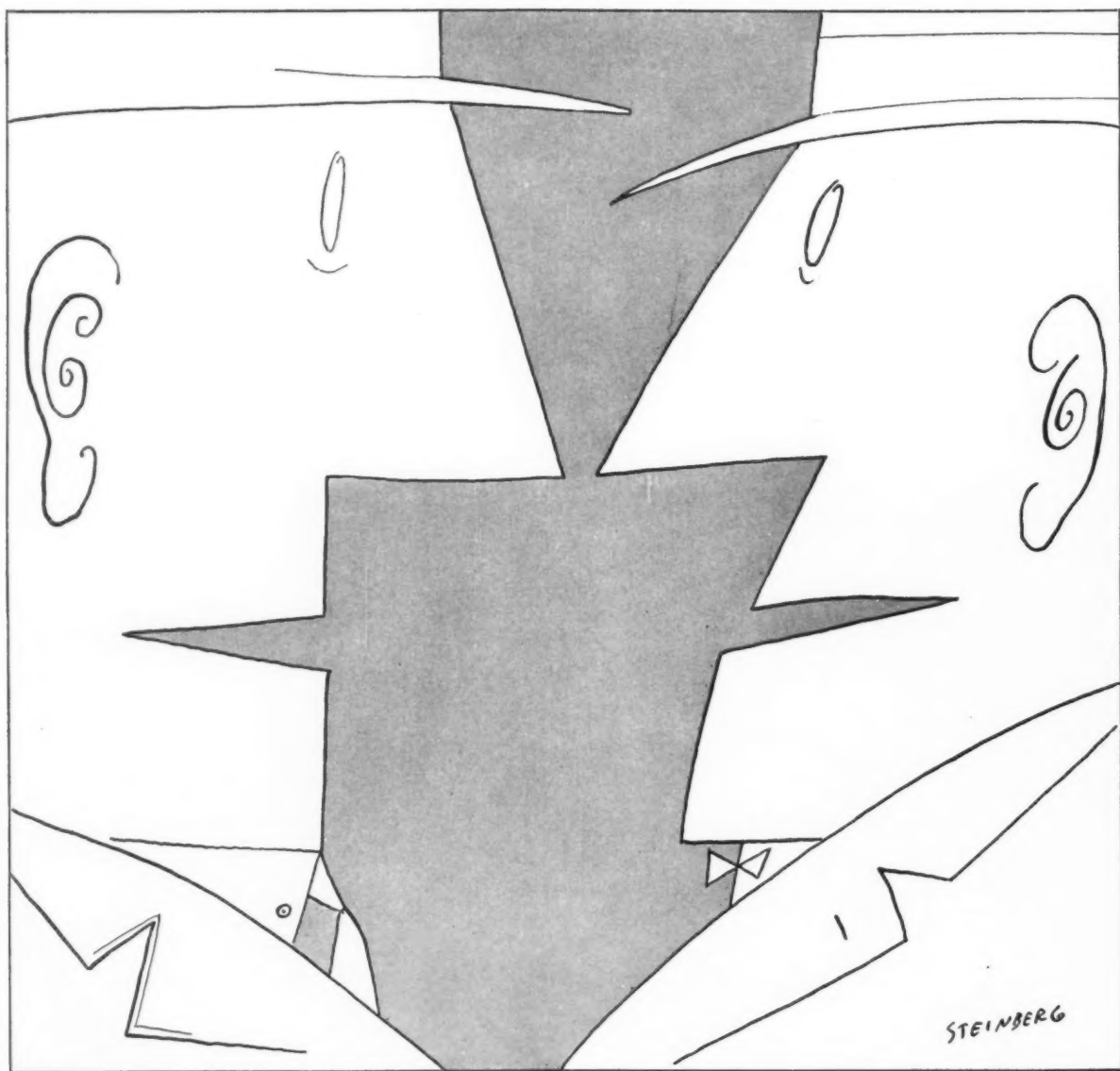
**Milprint** INC  
PACKAGING MATERIALS  
LITHOGRAPHY & PRINTING

GENERAL OFFICES, MILWAUKEE, WISCONSIN  
SALES OFFICES IN PRINCIPAL CITIES

PRINTED CELLOPHANE, PLIOFILM, POLYETHYLENE, SARAN,

THIS INSERT PRINTED BY MILPRINT, INC.

ACETATE, GLASSINE, PULPS, FOLDING CARTONS, BAGS, LITHOGRAPHED DISPLAYS, PRINTED PROMOTIONAL MATERIAL.



Some advertising gets itself talked about...

the best advertising gets the product talked about!

**YOUNG & RUBICAM, INC.**

Advertising • New York Chicago Detroit San Francisco  
Los Angeles Hollywood Montreal Toronto Mexico City London



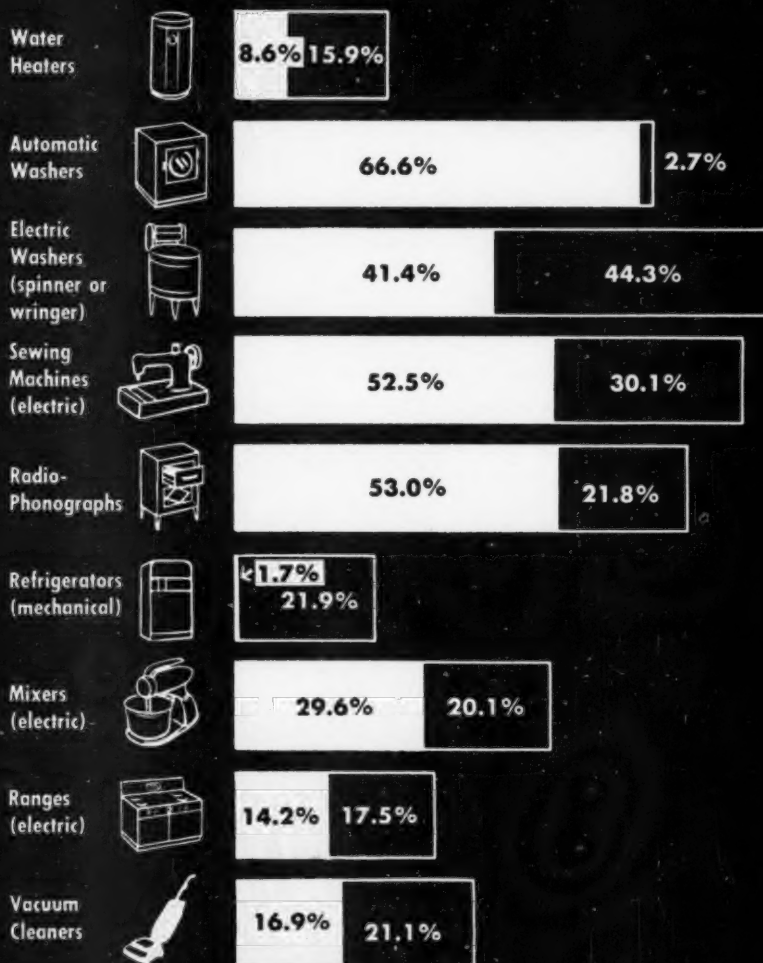
# Marketing Pictographs

Planned by the editors of Sales Management and designed by Hile-Damroth Inc.

## HERE'S A HOT-PROSPECT FORMULA

If the state of things in Spokane is typical of the rest of the country, a huge, not-recently-tapped market exists for "everyday" household appliances. To find out how big this market might be, we looked up the percentage of Spokane families who do not own a given appliance—and those whose appliance is 10 or more years old, probably ready to be replaced.

**Key**  % families not owning, plus . . .  % owners whose appliance is over 10 years old



PERCENTAGE OF SPOKANE'S 157,380 FAMILIES WHO ARE "HOT PROSPECTS"

Source: 1954 Consumer Analysis of the Spokane Market, sponsored by The Spokesman-Review and Spokane Daily Chronicle, Spokane, Wash.

PICTOGRAPH BY  
*Sales Management*  
Designed by HILE DAMROTH INC.



# men can't resist her



The younger ones court her, the others indulge her. She's sitting pretty, but she's not sitting still! Attention just calls for action from her—a build-up of *more-power*. *More* wardrobe, *more* prestige, *more* personal appeal—not to mention *more* goods for her hope-chest and *more* gifts for her marrying friends!

And happily, her young-woman's yearning power is matched by her bankroll—and Dad's.

Irresistible? You bet. Especially to smart advertisers who find that their devotion to her—in *Seventeen*—pays off!

How about you?

## *seventeen* sells!

*There's one best way to reach 7,500,000 young women in their teens*

# HERE COME THE OPPORTUNISTS

Recent scare-news frightened the cigarette industry so much that many big, popular brands have all but disappeared from newspaper schedules.

Yet, in the first five months of this year, the industry total of all cigarette brand newspaper expenditures gained \$250,000. Why? Because in those months, new filter-tipped brands—with strange-sounding names—invested \$2 million in newspapers. And non-filter-tipped brands dropped \$1.8 million.

Here are the filter-tipped newcomers, and . . .

L & M



\$1,189,727

\$0.00

Kent



\$337,753

← \$15,398

Parliament



\$307,794

← \$163,038

Winston



\$202,101

\$0.00

Sano



\$173,151

\$0.00

Viceroy



\$37,608

← \$118,110

Hale



← \$6,166

\$10,264

Du Maurier



← \$2,812

\$6,408

Cort



\$0.00

\$5,690

O-Nic-O



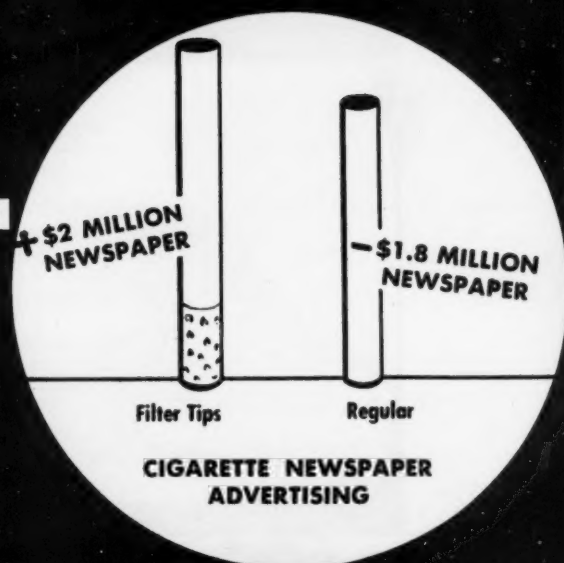
\$0.00

\$153

Key

...their newspaper investments, first 5 months, this year . . .

...first five months in 1953



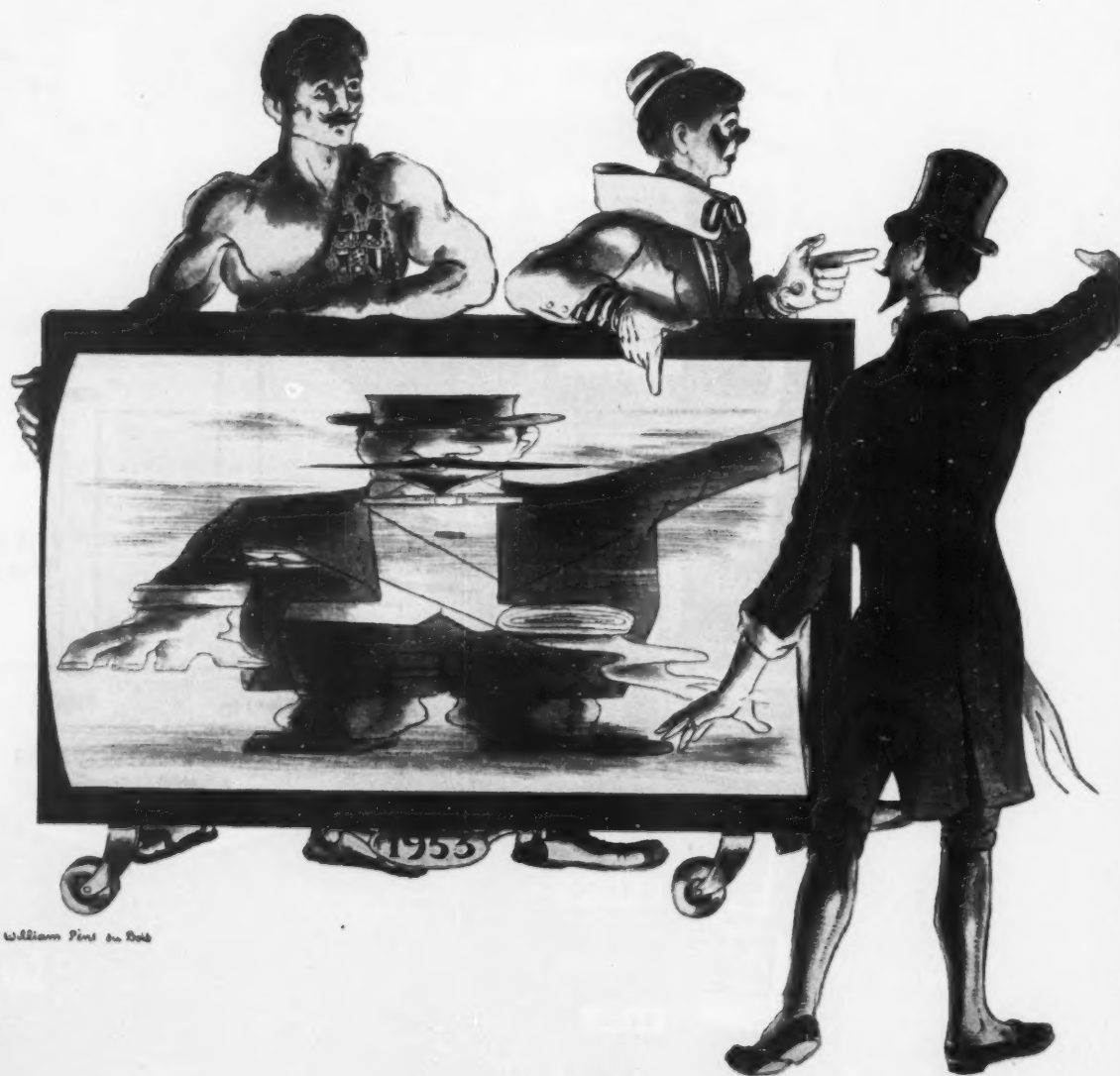
Source: Media Records, Inc., from a study of 384 newspapers in 118 cities.

PICTOGRAPH BY

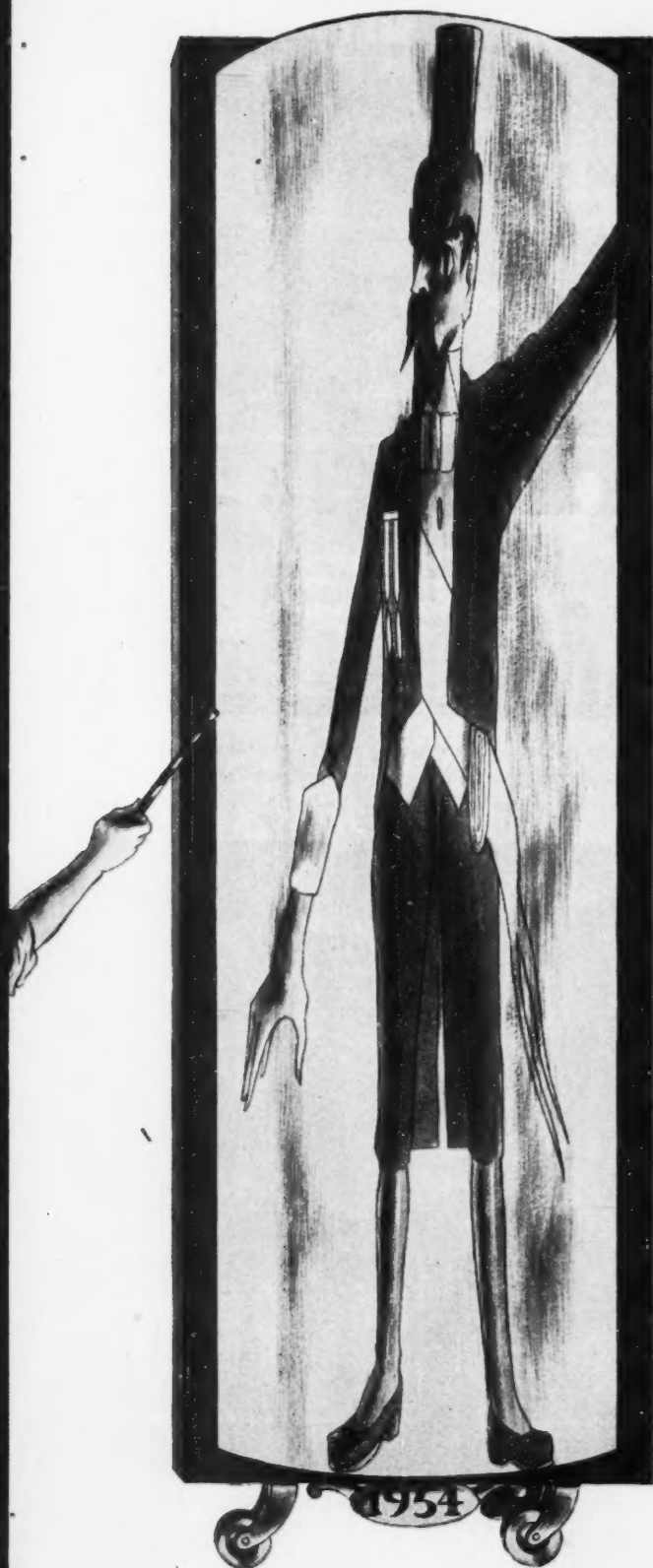
Sales Management

Designed by HILL, DAWKINS & CO.

# It's no trick...



William Fint du Bois



**S**ince it started 18 months ago WBBM-TV has grown so fast it may seem as though we're playing tricks with figures.

But really the only magic is showmanship—WBBM-TV's *Showmanship*—the kind that's mirrored in:

HIGH RATINGS . . . a weeklong average rating 19% higher today than its nearest competitor's . . . 12% higher than in February '53.

QUARTER HOUR WINS . . . 166 top-rated quarter-hours . . . 54 more than the next station today . . . 73 more than February '53.

TOP PROGRAMS . . . 7 out of the top 10 shows nighttime, 5 out of 10 daytime. (Eighteen months ago it was 5 nighttime and none in the daytime.)

Do you, too, want to look BIG in Chicago? Then, no fooling, the place for you is . . . Chicago's Showmanship Television Station

# WBBM-TV

*CBS Television's Key Station in Chicago*

Sources on request

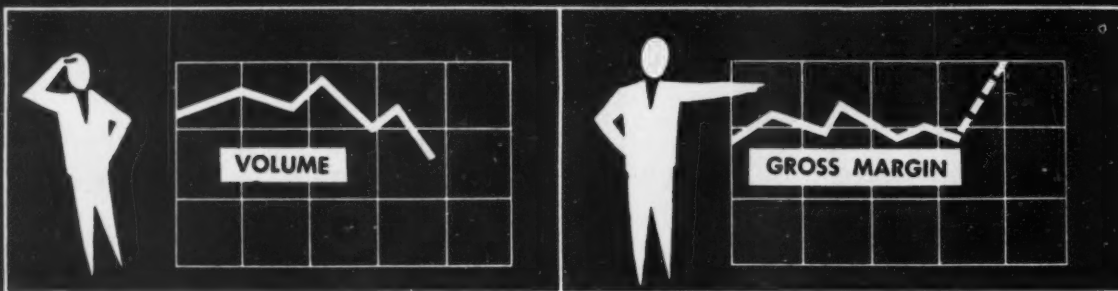


# BIGGER SALES VOLUME WOULD HELP, BUT...

... IT'S NOT ALWAYS THE ANSWER TO DWINDLING PROFITS.

For example, industrial distributors, conscious that profits are getting harder to come by, now feel that

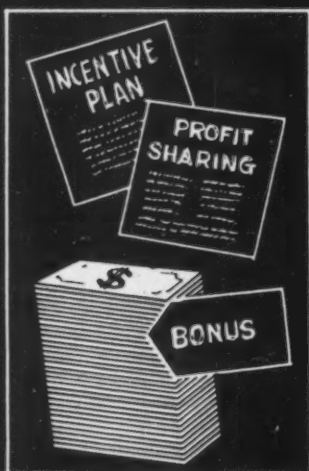
- (1) changes in sales policies,
- (2) more economical maintenance and
- (3) better-balanced inventories are major out-of-the-red tactics.



Less than 20% of industrial distribution executives polled are chiefly concerned about inadequate sales volume. Instead...

50% are concentrating on the improvement of their gross margin position, and will try to increase sales of high-margin lines.

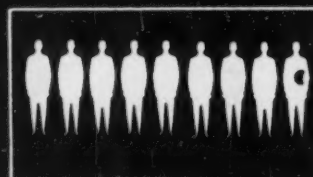
OTHER ATTACKS INDUSTRIAL DISTRIBUTORS ARE MAKING: SINCE 1947...



**86%** have turned to incentive compensation plans — commissions, bonuses, profit-sharing.



**22%** have hired sales managers to direct and supervise salesmen's efforts.



**32%** more salesmen have been required to attend manufacturers' schools or trade schools.

PICTOGRAPH BY  
*Sales Management*

Designed by RUD. DAMROTH, INC.

Source: Industrial Distribution, McGraw-Hill Publishing Co., Inc., New York, N. Y.

(Advertisement)

# Picture Of Your Most Profitable Customer

... the young woman who reads Modern Screen

## SHE'S YOUNG...



Median age  
21.9



92% under 35  
years of age



62% are 18-30  
years of age

## SHE LIVES WHERE YOUR SALES ARE MADE...

59% live in cities of over 25,000

80% live in cities of over 5,000

## IN THE 162 MAJOR METROPOLITAN AREAS...



56.7% of U. S.  
population



63.6% of total  
U. S. retail sales



75.4% of U. S.  
apparel sales



71.0% of U. S.  
drug and pro-  
prietary sales



69.7% of  
Modern Screen's  
circulation

If you want to sell your product to women, you can't do better than tell your sales story in Modern Screen, the magazine that delivers a premium market of young women. These girls are a full twelve years younger than the women who read the service magazines... so they're easier to sell. Their family incomes are 61% above the U. S. average... so they can well afford your products. And, in Modern Screen you reach millions of them! It's the largest selling screen magazine on the nation's newsstands, and the only screen magazine among the 15 top newsstand sellers. Your sales strategy isn't complete until it includes the Modern Screen market!

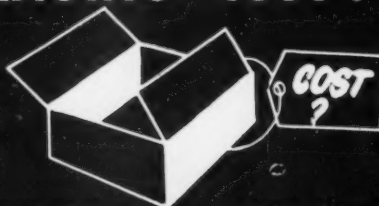
ADGRAPH BY

# modern screen

DELL PUBLISHING COMPANY, INC. • 261 FIFTH AVENUE, N. Y. 16, N. Y.

# WHAT SHOULD PACKAGING COST?

Whatever is necessary to protect and sell the product, yes. But seldom can two companies agree as to what specific costs should be charged to packaging, per se. Here, let's consider packaging costs as the expenditures for packaging materials, packaging labor, packaging overhead.



Now look at industry-wide averages of packaging cost as a percentage of product price. Measure your own packaging economics against these figures...

\*Packaging cost for these product fields equals average percentage of manufacturer's selling price.



40%



INKS &  
ADHESIVES



36.3%



COSMETICS &  
TOILETRIES



35.2%



DRUGS



35%



MOTOR OIL



30%



BEER



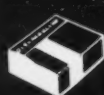
24.1%



FOODS



21.2%



CANDY



15%



WAX POLISHES



12.5%



PAINTS



7.8%



BAKED GOODS



6.5%



MEATS



5.2%



LIQUOR



5%



AUTOMOTIVE  
PARTS



5%



CUTLERY



4%



HARDWARE



1.4%



OFFICE MACHINES

PICTOGRAPH BY  
Sales Management

Source: Modern Packaging, March, 1954.

\*Designed by HILL & DANKOFF, INC.



## Industrial Defines Today's Ad Goals

SKF's sales head questions institutional theme, points to copy shifts.

To put a keener edge on your advertising, R. Robert Zisette, vice-president in charge of sales, SKF Industries, Inc., says you must make it:

1. More sensitive to market potentials. "It should slug away at particular markets and change quickly when conditions change." Sales and advertising executives have to get out of ivory towers and right down on the ground to detect subtle market variations, he points out. Advertising must be geared to sudden shifts. "You won't be getting your money's worth if your advertising continually says the same thing."

2. Harder hitting. "Industrial advertising should be tied in more closely with specific product application." Institutional and general copy approaches should be trimmed as budgets are more closely scrutinized, says Mr. Zisette. As for case-history advertising, Mr. Zisette declares: "While the logical mind leans heavily to case history to substantiate claims, pure product advertising seems to be harder hitting."

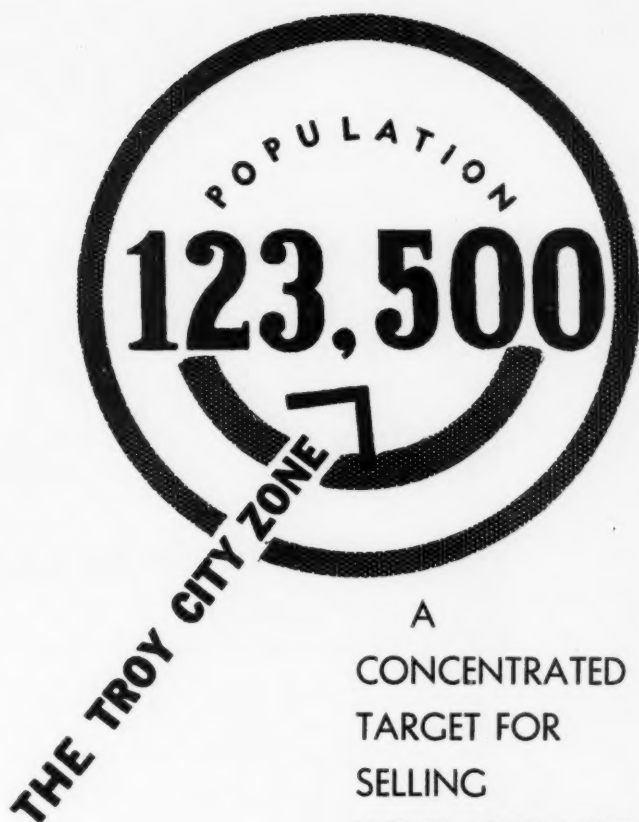
3. Pay off in sales. Follow-ups to inquiries must be intensive and systematic. Home office must check carefully to be sure that every lead is worked in the field.

4. Product of more heads. Industrial advertisements can't be a one-man show and be sharp. Closer liaison between Sales, Advertising and Engineering are in order to make each insertion productive, to beat competition.

Sales aids should get more attention — and budget — as advertising programs are evaluated in a more competitive market, according to Mr. Zisette.

Fat must be trimmed from advertising budgets to help every dollar buy a bigger impression. "In today's tightening market," concludes Mr. Zisette, "you can't have coasters on the sales force or in advertising."

The End



A  
CONCENTRATED  
TARGET FOR  
SELLING  
YOUR PRODUCT  
THROUGH ONE MEDIUM  
**THE RECORD  
NEWSPAPERS**

99% COVERAGE  
CIRCULATION 47,071

2 NEWSPAPERS  
AT ONE COST

**20¢**  
A LINE



**THE RECORD NEWSPAPERS**

THE TROY RECORD (MORNING)  
THE TIMES RECORD (EVENING)

TROY, N. Y.





**PREMIUM, PACKAGE, PRICE:** Caswell's sales manager, Robert W. Schumann, offered new users a Sheffield steak knife. The flood of returns, plus extensive advertising, averted a drop in volume while switching distribution. The package was brightened and the price made attractive.

## Now It's at the Store, Not the Door

**Caswell, selling a premium price coffee door-to-door since 1868, doubled sales in three years when it switched to retailers. Higher volume, lower costs, make it competitive.**

A radical switch in distribution methods—from direct-to-consumer to sales through dealers—has doubled sales for the George W. Caswell Co., San Francisco, a major Pacific Coast coffee roaster.

Conversion, which was started more than three years ago and developed on an area-by-area basis, is now complete in all but the Los Angeles territory.

"Without exception in each area where the change from home delivery to store distribution has been made," says Robert W. Schumann, sales manager, "we have seen volume shoot up. And this despite high coffee prices and publicized consumer resistance to them. In most cases, sales have doubled in a short time. This means more users. In fact, we have ample evidence that we have lost few,

if any, of our old customers who were used to the home service."

According to Schumann, Caswell has succeeded in opening about two-thirds of the desirable retail outlets in each conversion area.

Response of grocers has surprised company officials. "We have been able to obtain excellent distribution in stores," Schumann remarks. "The San Francisco area is typical. Approximately 70% of the stores now carry Caswell's, and the number is growing. Similar progress is going on in areas added later, in some cases proceeding even faster."

What prompted this old-established firm, which since 1868 has carried on a house-to-house operation for a premium product, to switch to store distribution and buck ferocious competition in the retail coffee market?

Says Schumann: "Main reason was skyrocketing costs of house-to-house selling and distribution. These high costs necessitated our selling the product—admittedly of premium quality—at 8c to 10c a pound higher than good coffees in stores. With this handicap we couldn't gain the sales volume we needed for profitable operation. Lower-cost store distribution gave us the opportunity to lower the price of our coffee.

"There is always a demand for a quality item," he adds, "but the number of persons willing to pay a premium price for coffee seems to be dwindling." Caswell routemen discovered that even among their more affluent customers the practice of sending to the chain store or super market for bargain coffee was growing.

Another factor influencing Caswell's decision to make the change was the major population shifts: older families moving out, new ones moving in—and on, changing from location to location. The West Coast is absorbing vast influxes of people—families unfamiliar with

## Why keep prospective buyers in the dark?



### Spotlight your dealers in the 'yellow pages'

You're bound to get more sales from your national advertising when people know where to buy your brand.



Trade Mark Service in the 'yellow pages' of the telephone directory spotlights your points-of-sale wherever they are. It helps prospective buyers find them—names, addresses, and telephone numbers—easily and conveniently.

Then, you can localize your national advertising with a statement like "look in the 'yellow pages' of the telephone directory for the list of local dealers".

That's how Trade Mark Service puts your dealers in the sales spotlight . . . makes it easy for prospects to buy your brand.

**CLARK-ROSS INDUSTRIAL TRUCKS**

Electric, Gas, Diesel, L. P.  
Gas Fork Trucks; Ross Car-  
riers; Clark-Ross Fork Trucks;  
POWRWORKER Hand Trucks;  
Industrial Towing Tractors.

**CLARK  
ROSS**

**"WHERE TO BUY THEM"**

A. & M. Bradford 36 Av D. Franklin 4-3247  
**HAWKINS SUPL CO.**  
74 Center ..... Custer 6-3400  
Lou-Nichols Corp 175 4 Ave... Wayne 3-4900

For further information, call the Classified Telephone Directory Representative at your local telephone business office or see Standard Rate and Data (Consumer Edition)



# NOW at your grocer's

AT A  
**POPULAR**  
PRICE...



the *Connoisseur's Coffee*

GOOD NEWS! Caswell's is now on your grocer's shelf... the same famous premium quality coffee which for three generations has been home-delivered at premium prices.

And now this superb blend costs no more than other popular brands. In fact, richer Caswell's Coffee actually costs you less because it gives you more good cups to every pound.

If you appreciate good coffee, make your next can the connoisseur's coffee... CASWELL'S.

**MORE RICH FLAVOR, SO CUP-FOR-CUP IT COSTS YOU LESS!**

Hear Caswell, the Coffee Connoisseur with "Something To Think About" STATION \* P.M. \* EVERY MONDAY, WEDNESDAY, FRIDAY

NEWSPAPER ADS (left) proclaimed the news. Color, where available, was used. The name of each dealer handling Caswell coffee was mentioned at least once in radio advertising throughout the West.

DEMONSTRATORS (below) passed out thousands of cups of Caswell coffee brewed in front of mass displays. Now 70% of stores in area stock Caswell's.



western brands, California alone receiving approximately a million new residents a year. Caswell territory ranges from San Diego through Washington State and eastward as far as Reno, Nev. The company was not gaining volume for its product commensurate with the population increase and the increasing demand for coffee. Originally one of the two largest roasters on the Pacific Coast, Caswell found itself losing ground.

Besides high costs of operation, premium price, and population shifts, the company faced another obstacle to expansion of door-to-door selling: shortage of men sufficiently mature, energetic and adventurous to tackle this kind of selling.

Nor could the company overlook the fact that today's super market has radically altered the food and beverage merchandising picture. This applies particularly on the West Coast where the one-stop shopping center has advanced rapidly. With weekend or night-time shopping practically a family ritual, mamma, papa and kids pile into the car for the "excursion" to the "supers" where something of the country fair atmosphere pervades these vast merchandising areas. Who wants to stay home and wait for "the man" to call? It's more fun, young homemakers apparently feel, to be tempted, more fun to make all sorts of impulse purchases and come home with "bargains." Manufacturers of

everything saleable through the "supers" are adjusting their merchandising sights accordingly.

In setting its own new sights, Caswell had several factors to consider. How would the company retain loyal customers used to home delivery? How were retailers to be won? And, without a prohibitive promotional expenditure, how could Caswell win new customers among buyers of store-entrenched brands?

## Had Become Complacent

In a comfortable position from years of well-advertised house-to-house activity, the company had become complacent, relying on its strong customer loyalty and the efforts of its seasoned routemen. Its one-time energetic advertising had been discontinued to a large extent, and consequent loss of the annuity on which it should have been realizing sales dividends.

Aware of the need to bestir itself, the company laid careful plans for the distribution changeover. A closely co-ordinated promotional program was worked out by Hoefer, Dieterich & Brown, Inc., advertising agency, San Francisco. Grocers, routemen, customers and Caswell sales representatives all figured in the program. Media for advertising included newspapers, radio, transit, direct mail and

point-of-purchase displays. Use of a premium provided an incentive to new users.

The intensive advance build-up to grocers emphasized the news that "Premium Quality Caswell's Coffee" henceforth would be available only at grocery stores... "at a popular price—the same price as other leading brands. This means, *additional* coffee sales are coming your way, *two ways*. . . First, we're sending our customers to you . . . *pre-sold* Caswell's Coffee purchasers. Second, other shoppers who know and prefer Caswell's *richer* flavor, but whom we have been unable to supply through our routes, will be invited to buy Caswell's from their grocer. Our strong advertising program will be doing this job for you, effectively."

Caswell routemen, meanwhile, were bidding their customers farewell, telling them they could now buy Caswell's "at a new, lower price" from their grocer . . . that they'd be getting the "same richer premium quality" at the popular price . . . and "because Caswell's makes more cups to the pound, you'll be saving money with every cup."

Routemen also signed a letter from the company to each customer on their supply lines, pointing out advantages to be gained by buying Caswell's at the store. Explained the letter: "Modern packaging and transportation makes it possible for us to serve your needs more efficiently through

**Make it an early order**

# Saladmaster

**THE PERFECT  
BUSINESS GIFT**

For Customers...Friends...Employees and their wives, too!



**NOW — Six Cutting Cones . . .  
At No Extra Cost!**

Here's the UNUSUAL GIFT. One you'll not find in stores. Saladmaster is nationally advertised in Life, Fortune, Good Housekeeping, Coronet, Esquire, House Beautiful, and many others. Acclaimed internationally as the GIFT OF LASTING UTILITY. UNCONDITIONALLY GUARANTEED FOR 10 YEARS. Completely Chrome plated, stain proof, acid proof and rust proof. Easy enough for a child to use. **SUBSTANTIAL DISCOUNTS ON QUANTITY ORDERS.**



## **NOT SOLD IN STORES**

Complete with 6 mirror-like cutting cones, beautiful full color instruction and recipe booklet \$29.95, plus sales tax, if any. Higher outside United States. Postage paid if check sent with order.

**RUSH ORDERS  
FOR CHRISTMAS  
DELIVERY**

PERFORMS  
MIRACLES  
WITH FOODS

Chops  
peels  
Waffles  
Slices  
Grates  
Crumbs  
Shreds  
Strings

OVER 200  
OTHER USES

Saladmaster Sales, Inc.  
131-SM8 Howell Street  
Dallas, Texas

Please rush me quantity discount prices. ☐

Please ship Saladmaster. ☐

Check ☐ Money Order ☐ C.O.D. ☐

NAME \_\_\_\_\_

FIRM \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_



your grocer. Now you can count on him to supply you with fresh, premium-quality Caswell's Coffee, as well as your other food needs."

Grocers, given copies of this letter, soon became convinced that the company actually was sending customers to them: Demand for Caswell's grew. One observer of the Caswell distribution changeover noted, "You can travel over the Pacific Coast and find older people in every locality who never lose their enthusiasm for this brand."

"Without this loyal nucleus," Schumann admits, "it might have been a long, extensive and heartbreaking task to establish ourselves in the stores."

Supplementing the reeducation of grocers and home service customers, Caswell launched an advertising campaign to match the hardest-hitting in the coffee field. Simultaneously the firm introduced a premium offer tied in with store purchases.

New users were offered a premium in the form of a Sheffield steel steak

knife ("regular value \$1.25") for 50c plus "the last two inches of the unwinding strip from a can of Caswell's." This premium was promoted via radio and the coffee can itself at the point-of-purchase.

Outserts on the cans, first used, were superseded by narrow wrap-around bands, their color and appearance changed from time to time. Response to this offer has been "exceptionally good," Schumann reports.

Opening advertising campaign in each successive zone as a rule covered a five-to-six-month period. Newspaper program, using leading dailies in a region started with 1000-line display copy, in color where available, followed by a dozen or so 2 column by six-inch black and white insertions over the first three months.

#### Mentioned Each Store

Radio coverage of the entire Pacific Coast included a three-times-a-week five-minute program, "Something to Think About." Carried on 45 stations, it featured a trade character, Conrad, the Coffee Connoisseur, created to present the message in all visual advertising as well. Following Conrad's cue, "Mmmm—Caswell's," local announcers gave name of grocer selling the brand. For example, "In Sacramento you'll find Caswell's at Joe's Grocery Store—where the finest foods are available." Where the changeover had not been effected, announcers mentioned the name and telephone number of the Caswell routeman serving that area. Stores were named at the rate of three a week in each area, until every dealer carrying the coffee was mentioned. This advertising the grocer got "for free." Caswell field men notified stores when to listen for their "plugs."

Advertising was merchandised to dealers in letters from participating advertising media describing the extensive promotional support for the product. At the same time Caswell sales representatives staged store demonstrations playing up the coffee's quality, and installed point-of-purchase displays emphasizing "Caswell's—for Connoisseurs." Former routemen were retrained to handle sales to stores and help grocers merchandise the brand. The most experienced Caswell men were made sales supervisors, the younger ones put on as salesmen.

At the time of the changeover, Caswell employed over 125 routemen who sold coffee, tea, spices, extracts, soap and sundries. Now the reorganized staff numbers 30, who sell only coffee and tea. **The End**

#### SALES MANAGEMENT



**HOLLYWOOD  
ADVERTISING  
BANNER**

**"Know How"**  
WILL GIVE  
**Plus Power**  
TO YOUR  
**SALES PROMOTIONAL  
CAMPAIGN**

**SEND FOR  
THIS FREE BOOK**

It's chock-full of point-of-purchase product selling ideas and will help you wrap up a successful advertising and merchandising campaign.



**HOLLYWOOD**  
Sole Makers of Famous  
Super-Durable  
**GLEAM SATIN**  
Advertising Banners

**Hollywood's quarter century "know how" in creating and making banners is available without obligation!**

Hollywood consultants will personally aid you, wherever you may be located, no matter how large or small your budget... from the creation of big selling ideas to the finished banners that will not only win retailer enthusiasm but will do a constant selling job for your product... day in and day out... for a period of time beyond any other point-of-sale material!

All this and economy, too, is yours when you call in Hollywood, the Nation's Number 1 Banner Resource, for that eye-catching "must" in dealer aid programs.

**HOLLYWOOD BANNERS** 112 EAST 32nd STREET  
NEW YORK 16, N. Y.

"As I see other lumber and building material dealers expanding and modernizing their properties, I am convinced that the ideas and

principles embodied in their programs were inspired by articles and advertising appearing in BUILDING SUPPLY NEWS."

*Robert H. Ebenreiter*



Ebenreiter's Lumber & Building Material Supermarket—BSN Style—is organized as follows: (1) Woodworking factory; (2) 3-story storage shed; (3) Warehouse, 5 man service mill in basement; sash and door storage, main floor; 10 man engineering and sales department for woodworking division; (4) Retail store and show rooms; (5) Demonstration home; (6) Demonstration garage; (7) 25-car parking lot; (8) 6-car railroad spur; (9) Flooring and siding warehouse; (10) Roofing and plywood warehouse; (11), (12) and (13) Lumber storage; (14) Outdoor yard lumber storage.

Robert H. Ebenreiter  
President  
Ebenreiter Lumber Co.



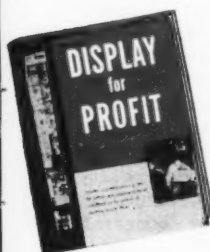
## That's Why BSN Ranks **FIRST** in its \$8 Billion Market!

Sheboygan, Wisconsin's lumber and building material supermarket-dealer, Robert H. Ebenreiter, rings the bell with the above quotation from his recently-received voluntary tribute to the combined editorial and advertising impact of BUILDING SUPPLY NEWS.

"Each month," he writes, "I spend more and more time not only reading but studying both articles and advertisements at great length!"

As does supermarket-dealer Ebenreiter, so do thousands of the nation's more than 20,000 lumber and building material dealers for whom BSN is always "the **FIRST dealer merchandising publication**." Here they find what they need to help them increase their 88.2% share of the industry's nearly 8 billion dollar annual sales volume. Here they exchange ideas that have made them the biggest merchants in their communities—with sales averaging \$326,400 annually—in many instances, in the millions.

If you want to get your product story to dealers like Ebenreiter—who sell *everything* for home building—you can do it most effectively through BUILDING SUPPLY NEWS.



◀ If you want specific evidence of BSN's unequalled editorial impact, write for a copy of "DISPLAY FOR PROFIT." No cost. No obligation. FREE to ad men and sales executives.

# BUILDING SUPPLY NEWS

...the **FIRST dealer**  
merchandising publication

5 SOUTH WABASH AVENUE • CHICAGO 3



**Key to More Orders at Lower Cost:** A guide for sales, marketing and advertising executives in improving catalog procedure as part of overall marketing programs, published by Sweet's Catalog Service. It details the four elements vital to greater catalog usage: good design, selective market coverage, maintenance in buyers' offices and coordination with advertising and personal selling, and how the increased usage thus achieved can result in increased sales and cut unit sales costs. Data are presented in terms of order-to-call ratio under three conditions: cold calling, following up inquiries from advertising, responding to catalog-stimulated invitations. Product information in industrial purchasing is also included. Write to Garwood Wolff, Manager, Sales Promotion and Advertising, Sweet's Catalog Service, 119 W. 40th St., New York, N. Y.

This description of the free booklet, "Your Catalogs—key to more orders at lower cost," appeared previously in "Worth Writing For." We reprint it here for the benefit of those who might have missed it.

**Sweet's Catalog Service**

**TRAINED  
12-MAN TEAM**  
**NOW SELLS WHOLE SOUTH**  
*Why not for you?*

John T. Everett & Co. is an unique organization in the hardware and industrial supply fields. We give close and profitable contact with every distribution outlet in the South from Virginia to Texas. We maintain warehouses in key cities and develop complete promotion programs. Write for our bulletin "Selling The South Today."

**JOHN T. EVERETT & CO.**  
Memphis 1, Tenn. Since 1913

ORCHID PROMOTIONS  
ARE  
**TERRIFIC!**  
INCREASE TRAFFIC, SALES, PROFITS  
FOR PENNIES  
YOUR DIRECT  
SOURCE  
ORCHIDS OF HAWAII, INC.  
Main Sales Office: 54 West 56th St.  
New York 19 • Tel.: JUdson 6-8950  
Growing Fields & Packing Plant: Hilo, Hawaii

## WORTH WRITING FOR...

Booklets, surveys, market analyses, promotional pieces  
and other sales literature useful to marketing executives.

### Newspaper Supplement Rankings:

Data published by *The Louisville Courier-Journal*, which include *This Week*, *The American Weekly*, *Parade* and *The Courier-Journal Sunday Magazine* market rankings by city size, circulation, coverage, and advertising lineage growth. The Louisville market population is 598,800. It is the second largest U. S. market offering supplement advertising, yet not served by one of the three national supplements. Data were compiled from these sources: population from SALES MANAGEMENT Survey of Buying Power; ABC statements as of March 31, 1953; research departments of the three syndicated supplements. Write to Basil P. Caummissar, *The Louisville Courier-Journal*, Louisville, Ky.

**Airventure Incentives:** Portfolio published by Northwest Orient Airlines, which presents an air-vacation incentive plan to promote campaigns for increased sales, better production efficiency, improve attendance among employees. It explains what air-ventures are; why they are suited to campaign awards; how to plan and launch a campaign; what basis to use for determining winners; how to book trips. Included are a Northwest Orient Airlines system map and booklets giving detailed information about Hawaii, Alaska, Japan, Pacific Northwest, Yellowstone Park, Glacier Park, Banff-Lake Louise, dude ranches, New York, Washington, D. C., The Orient, around-the-world flights. Write to Howard West, Assistant Advertising Manager, Northwest Orient Airlines, 1885 University Ave., St. Paul 1, Minn.

**The Motel Industry:** A market analysis prepared by *American Motel Magazine*. It covers motel development from 1932 to 1954; scope of the modern motel market (50,576 throughout the country doing an annual business of \$1.5 billion—increasing at the rate of \$100 million a year); motel income (where it comes from, where it goes); building materials, equipment, furniture and furnishings, and supplies used by motels; information about how to reach, sell and consolidate the market; questions

and answers for the benefit of those who are not familiar with the market; circulation of *American Motel Magazine* by area. Write to Jack W. Payne, Sales Promotion Manager, *American Motel Magazine*, 5 S. Wabash Ave., Chicago 3, Ill.

### Buying Habits of Mothers and Expectant Mothers:

A report of a survey conducted by Alford Baby Group—*The Modern Baby, Today's Baby, Baby Time*. Data include: ages of mothers and babies; bath and scale; bedding (blankets, cribs, mattresses, sheets); books on infant care; carriages and play pens; chopped foods; clothing (booties, creepers, nightgowns, undershirts); desserts (not in cans or jars); diapers; evaporated milk; feeding (high chairs, table chairs, nursing bottles, sterilizers); fever thermometers and training seats; life insurance; lotions and creams; pants and bras; powders and oils; soaps and shampoos; strained foods; strollers and car beds; washing machines; movie cameras; clothes dryers. Write to Donald Alford, Alford Baby Group, 424 Madison Ave., New York, N. Y.

**The Fluid Milk Industry:** Data compiled by *The Milk Dealer*, which show the magnitude of this \$5 billion market: the products milk dealers buy; percentage of milk dealers selling principal milk-handling equipment and supplies to the dairy farmer; history of milk processing from cow to consumer; new trends. Write to Peter Olsen, Vice-President, The Olsen Publishing Co., 1445 N. Fifth St., Milwaukee 12, Wis.

### Health and Beauty Aids Sales in Super Markets:

Report of the highlights of the first Health and Beauty Aids Forum, held under the sponsorship of *McCall's* magazine. Written by William Doremus, Associate Professor of Marketing, School of Commerce, Accounts and Finance, New York University, conclusions and opinions of representatives of drug and toiletries manufacturers and their advertising agencies and Super Market Institute headquarters companies expressed at the forum are condensed



for quick reference by those seeking guidance in marketing health and beauty products through super markets. Such questions as these are clarified: prepricing of taxable products and fair trade pricing; kinds of displays best suited to super markets; allotment of shelf and display space; introduction of new products; manufacturers' promotions; pilferage of small items. Write to George H. Allen, Vice-President and Promotion Director, *McCall's*, 230 Park Ave., New York 17, N. Y.

**The Arizona Market:** Report of a survey published by *The Phoenix Republic and Gazette*, covering population; school attendance; average annual wages compared with U. S. averages; non-agricultural employment; income of individuals; major sources of income payments compared with U. S.; crop and livestock income; crop acreage and livestock marketed; manufacturing volume; mineral production and major mineral; bank deposits and loans; utility revenues; telephone installations; motor vehicle registrations; gasoline consumption; tourist expenditures; retail sales. Write to Hoke Franks, National Advertising Manager, *The Phoenix Republic and Gazette*, Phoenix, Ariz.

**Getting the Most Out of Incentive Programs:** Booklet distributed by Belnap & Thompson, Inc., which tells how to pinpoint the objective; pick proper participants; set the time; make the prize fit the push; stir up, keep interest; make the effort effortless; check off, get off right. Write to George Fehlman, Sales Manager, Belnap & Thompson, Inc., Incentive Center, Palmer House, Chicago, Ill.

**1954 Automobile Facts and Figures:** Report of a survey of readers of *True—The Man's Magazine*, which reveals that men primarily, not women, select the make, model and color of a car; cars are chiefly used in connection with business; costly extras are no longer for the few (60% are interested in buying automatic transmissions, 45% power brakes, over 30% power steering and more than 20% air conditioning); men have definite ideas about rating makes of cars as to economy performance, style, etc.; most car owning families carry insurance. Write to Dennis Perkins, Promotion Manager, *True—The Man's Magazine*, 67 W. 44th St., New York 36, N. Y.



is mighty big in the norfolk market

Nielsen circulation shows that WTAR reaches more than twice as many homes as the second station, more than the next two combined. Pulse shows WTAR first in average audience morning, afternoon and night. You'll get "the lion's share" of results in America's 25th market when you put your sales message where it reaches the audience. CBS Radio

Buy Only **WTAR** RADIO to Sell America's Miracle Market

**NORFOLK**

REPRESENTED BY EDWARD PETRY & CO. INC.





**How to make people read more.** It's the editors' job to turn out a paper interesting enough to make people want to buy it. And the handling of headlines, pictures, type and format have a whale of a lot to do with getting people to read. A major help in

improving the visual presentation of editorial content (which builds through-the-book reading of ads too) is the series of Dusenbury Clinics...twelve so far, in New York and Chicago...in which ABP editors get a continuing course in effective visual techniques.

## Why 153\* business papers keep

You may have noticed that the best business papers keep getting better...stepping up their value for readers—and for advertisers.

It's no accident. They work hard at it!

One very real force for growth is the continuing drive of the Associated Business Publications, which now has 153 hardworking member publications taking active part in its very extensive program. Editors, publishers, admen, people in circulation, production, promotion and business

management...all have their part in the ABP program. It helps them develop a greater breadth and depth of editorial service...to study new techniques to step up readership...to build better circulation...and to operate business papers soundly—as a business.

All this, of course, helps make ABP member papers more effective *advertising media*.

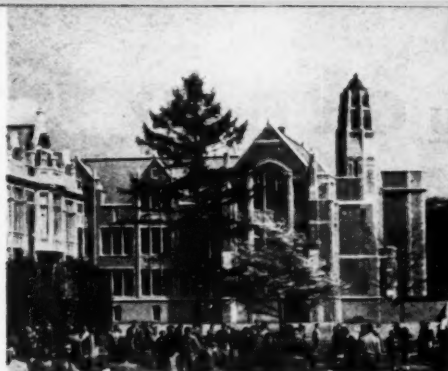
**Here, for example, are a few of the many continuing ABP activities.**

**Clinics coast to coast**...a record breaking 400-plus turned out for ABP's 1954 Eastern Conference, attending working sessions on circulation, editing, production, promotion, research, sales and management. Just as successful were ABP's Mid-western Clinics in Chicago...and the meetings in Seattle, San Francisco and Los Angeles. These sessions provide practical forums for the exchange of ideas that work. They help to develop better business papers...and better advertising results.





**Who's spending what in business papers?** The third annual ABP report on LEADING BUSINESS PAPER ADVERTISERS lists the expenditures of close to 1,000 companies spending over \$50,000 in business papers in '53. It's a valuable guide for advertisers...helps in formulating ad policies, setting budgets, comparing ad expenditures of different companies. This is typical of many ABP projects that give solid service to *all* business.



**ABP goes to college . . . and vice versa.** ABP has now extended Associate Memberships to six universities that offer regular courses in business journalism. In fact, ABP has been working with the colleges for thirty years; in the past year alone, over 28 schools from coast to coast have heard representatives from ABP's Speakers Bureau. It's all part of a long range program for training the business paper personnel—and the advertisers—of tomorrow.



**The mechanics of the job . . .** a Production Management Roundtable and an Accountants' Roundtable have been added this year to the long-standing ABP editorial, circulation, promotion and sales roundtables, to bring increasing efficiency to these important phases of publishing. (Advertisers have an obvious stake in well-managed, profitable publications.)

# getting better



**Meet Mr. President . . .** also senators, cabinet heads, and government bureau chiefs...all in a day and a half of concentrated conferences! That was just one of the 1953 Washington sessions of ABP's National Conference of Business Paper Editors. The editors meet regularly with top level executives in government, to get the "big picture" of forces at work in national and international affairs—and help them interpret these forces for readers in their own specialized fields.

**What's ahead looks exciting.** In a 30-minute slide film, "Tomorrow is a Big Market," ABP analyzes what's ahead for our economy...five, ten, even twenty years from now...in population, sales, production, income and ad volume. This film was originally designed to help publishers plan more soundly in building editorial, circulation and advertising services. Now, advertising groups are asking to view it...for a calculating look at what the future holds for them. It is also published in booklet form.

**Circulation is serious business . . .** Here a clinic meets in Chicago for a session on problems of list building, quality control, cost-saving fulfillment. ABP circulation people get together regularly to exchange ideas...to continually step up the "plus values" of paid, ABC-audited circulations that give advertisers concentrated, thorough coverage of each specialized field—and stronger ad-values.

## THE ASSOCIATED BUSINESS PUBLICATIONS

founded 1906

205 East 42nd Street, New York 17, N. Y.

All members of ABP are proud members of ABC

The activities reported here are some of the many constructive projects in ABP's continuing program...that help ABP publishers to keep improving their papers, and advertisers to use the business press with increasing effectiveness. Keep this hard-working program in mind, when you select the business papers to carry your advertising.

*\*As this ad goes to press, there are 153 ABP members. The number is growing steadily; in the past 12 months, 27 business papers have joined.*

# Why Did You Get Fired?

There are only four reasons. Study them and you'll get a better idea of why you were let out. Now you can do something about it. Certainly, it need never happen to you again! Or advance warning may spare you the experience.

BY BERNARD DAVIS\*

You probably remember very clearly *how* it happened. There'd been the usual conferences on "what we ought to do about our sales program." The president's growing irritation was matched by your sense of frustration and inadequacy. Late one afternoon, you found yourself in his office.

He talked of the need for a "new point of view"—and a new sales manager. So you resigned. At least, that's what it was called. But you'd been fired and that's how it happened. Did you ever think about *why* it happened—and what you'd need to do to keep it from happening again?

Getting fired can be a profitable experience. Evaluated to give insight into past mistakes, it can provide a solid foundation for future success.

Why did you get fired? Probably for one of the reasons you would have fired one of your salesmen. When you are fired you have been caught on one or more of four reasons:

1. You picked the wrong organization to work for.
2. You took a job that wasn't right for you.
3. You were a lone wolf, ignoring the need for cooperating with others.
4. You never took time out to check your progress.

Let's see how these reasons fit your case.

## 1. The Wrong Organization

Since the chances of remodeling any organization to meet you are very small indeed, it's a good idea to be sure what sort of person you are and look for something that fits you.

Are you built for speed or endurance? Do you thrive on strong competition or feel more comfortable in a slower-paced atmosphere? Do you

want to set the world on fire or would you rather tend the blaze someone else has kindled?

The well-paid, successful sales executive is eager to get ahead and notoriously convinced of his ability to do so. There's a difference between the Diamond Jim Brady who engineered his outstanding sales coups and the casual sales manager who waits for customers to climb into his lap.

Picking the wrong climate in which to grow can lead either to dry rot or ruthless pruning. Here's what happened to one sales manager I know. Backed by a record of considerable success in the electrical appliance field, he took the top sales job in a company that manufactures appliance components. It is a New England organization, conservative and accustomed to operating in a quiet way. Somewhere its president had read that this was the "era of the hard sell;" the "time to be aggressive or to shrivel on the vine." So he hired someone who could give him action.

## Lacked Courage

The truth was, of course, that he didn't really want it. Everything that the sales manager suggested to him was contrary to the way he liked to work. Lacking the courage to say that he'd made a mistake, he began to avoid the sales manager.

The sales manager, meanwhile, was building up a mass of bewilderment and frustration. He couldn't understand what was going on. Yet out of some misguided sense of loyalty or stick-to-it-iveness, he let it go on for almost a year. When he came to me for advice, I told him to get out of there as quickly as possible and find something more suited to his talents.

Shall it be a big outfit or a small one? Each has its own problems and its own set of demands. Decide what size frog you want to be and whether you like the large or small puddle to operate in. And remember this: Gen-

erally, the sales function is of far greater importance in the organization where labor is the lesser part of the product cost.

## 2. The Wrong Job

In many years of work on management problems, I've done a great deal of executive recruiting and counseling. Out of this, one thing has surprised me most. In planning an effective campaign to sell themselves into a sound executive career, sales executives do the worst job. They don't realize that building a rewarding career is probably the most important piece of promotion they'll ever handle.

Far too many, scared by the prospect of unemployment, take the first job offered, forgetting that getting a job isn't difficult. A well-organized job campaign can produce many openings. Finding the *right* job—and keeping it—is the difficult thing.

Plan your campaign with the same care you'd give to launching a new product. Decide which market you'll aim for and study its characteristics. When you've identified the companies to tackle, work up a resumé and sales letter. Pay a great deal of attention to the resumé itself.

Don't do the usual chronological listing of jobs that's a dry rehash of where you've been and how long you were there. Examine your experience for specific activities in which you can record genuine accomplishments. Describe what you did, how you did it, and the benefits it produced. Remember that the ability of greatest interest to your future employer is your *profitability*.

Send the resumé to each organization on your list. In a covering letter of not more than three short paragraphs tell them in just what way you can be of benefit to them. Refer to your resumé for instances of specific accomplishment. Wind up by saying that you'll telephone in a day or two to arrange an appointment to discuss your work with them. *Don't* close with a lame "Hoping to hear from you."

Be sure to address the letter to the company president. You want to talk to someone who can say "yes."

Follow up every letter with the promised telephone call. Work at that as you would on any list of prospects for opening new accounts. You'll be surprised at how this pays off, especially if you handle your interviews properly.

Get the most out of your interviews by finding out what *you* need to know. Don't let them be one-way streets in which you tell everything about yourself and learn nothing about the company.

\*Bernard Davis is a consultant on management, labor and community relations, with offices in New York City. He has been executive assistant to Anna M. Rosenberg, formerly Assistant Secretary of Defense.



ON A "SPLIT-SECOND" SCHEDULE

# Muzak\* and Railway Express make beautiful music together



\*Muzak — Reg. U. S. Pat. Off.

Listeners to "Music by Muzak" in many parts of the nation have no idea of the key role played by Railway Express in bringing these musical interludes to them. So vital is this customized service that the people at Muzak will tell you that their success depends largely on Railway Express' efficient handling.

Timing is a vital factor in planning the movement of tape-recorded Muzak music to franchised outlets in 75 cities from coast to coast. A "split-second" schedule must be maintained because of timed program releases. Every four days, packages of tape recordings, each containing 10,800 tunes, speed via Railway Express to key centers. From these points, the tapes travel on a highly complicated 60-day cycle. Every step of the way, Railway Express is in complete control of the pre-arranged shipping schedule.

Whether your shipments call for regular or customized service, you can depend on Railway Express — a complete shipping service in the American tradition of private enterprise.

## Consider these advantages for your shipments:

**Speed.** Railway Express offers you fast, dependable service by coordinating train, truck and plane schedules.

**No delay worries.** By assuming one-carrier responsibility, Railway Express avoids tieups caused by transfers between carriers.

**Fast pickup and delivery.** Shipments are picked up at your place of business and delivered directly to consignee in areas covered by Railway Express vehicle service.

**No size or weight limit.** You can use big cartons. No need to repackage into smaller units. Cuts your cartage costs.

**Choice of shipment.** You can ship charges collect, prepaid or paid-in-part. Unlimited C.O.D. service available at low cost.

**Convenient.** Just phone us when you're ready to ship.





# The Dallas News is Texas' **LARGEST** Daily Newspaper

**MORE PEOPLE BUY THE NEWS . . .  
MORE PEOPLE READ THE NEWS . . . MORE  
PEOPLE ARE INFLUENCED BY  
THE NEWS THAN ANY OTHER MORNING OR  
EVENING NEWSPAPER IN TEXAS!**

## **ONLY** **The Dallas News COVERS the Dallas MARKET**

**Only big Texas' biggest newspaper  
has sufficient circulation to  
effectively cover Texas' largest  
market—the 72-county Dallas area  
that looks to Dallas, buys in Dallas, visits  
with Dallas every morning through  
The Dallas Morning News**



**CRESMER & WOODWARD, INC.** • National Representative  
New York • Chicago • Detroit • Atlanta • Los Angeles • San Francisco

Begin with the man you'll be working for. What sort of person does he seem to be and how will you get along with him? If he is conservative and you are not, sooner or later there will be trouble. Not for him, of course. Will he give you credit for what you do and the right to make decisions in your own sphere of initiative, or smother you like a blanket? Is he a man to whom a subordinate may say "no" without taking his job life in his hands? How he likes to work and how he behaves will play an important part in carrying out your responsibilities.

Be sure that you try to find out why they are looking for someone. If it isn't a newly created post, what happened to the man who'd had it? In one organization I know, three sales managers have come and gone in 18 months. At this point, they asked me to help them find a "good" man. Since the odds against hiring three bad ones in a row are high, I looked around for reasons. They weren't hard to find. The young man who ran the business had recently inherited it from his father, a very successful merchant. More interested in a book collection that took up most of his time, the son gave little attention to the business.

### **The President's Mistake**

Neither he nor the three men he had hired and fired realized what was happening. Subconsciously, he had been looking for a man who would run the company for him, not a sales manager. Three men took blame for the job the president himself wasn't doing.

Don't be misled by elaborate titles. Make certain that it's a real job and determine what responsibilities will be given to you. Sometimes large organizations, because of their many levels of authority, assign to lower level jobs the title which in a small company might be that of the top job. I know one man who was so misled by the label of a job that he accepted it with only a small increase in salary. Later, he discovered that under the label was work at the level of his former assistant.

Be sure, too, if you are expected to carry out a program, that adequate funds are to be furnished for doing the job. No matter how well conceived the program, if you haven't the money to hire the men to do what needs to be done, you'll be responsible for failure.

One of the worst mistakes any man can make is to believe that an impressive salary will satisfy him in a

**SALES MANAGEMENT**

job that requires him to do something he doesn't like to do.

If you care about what happens to other people, you'll never make a good Simon Legree whose job is cracking the profit-and-loss statement whip. Being a hard, impersonal "all I'm interested in is results" tough guy is not for you, no matter what the pay is. Leave that to the fellows who get a kick out of pushing other people around.

### 3. Playing Lone Wolf

Not long ago, at lunch with a group of men from an organization with a phenomenal sales history, I listened to talk of their late sales manager. He had died of a heart attack the week before.

"I'll always remember," one said, "the day Frank came to our company. I said to myself 'There's a guy on the make if I ever saw one.' And he was. In six months, he'd put the skids to old George so neatly that he never knew what hit him. And we had a new sales manager. Frank was awfully smooth and he sure built our sales past anything I thought I'd ever see. But he left an awful lot of maimed and bleeding bodies in his wake. Not a single friend in the place, though. The day the news he'd died came out, salesmen were passing out cigars. No fooling."

"If I had to write his epitaph," said another, "I'd make it 'Here lies Frank Blank all alone—the way he'd like it.'"

#### A Lone Wolf

In each of us there's some of the drive for the recognition that sets us a little above others with whom we live and work. When there's too much of it, however, a man pushes himself so far out in front that he becomes something more than just a winner—he becomes a lone wolf.

The lot of the lone wolf is not easy, although for a time it may seem to be. Sooner or later, every man's hand is against him.

Politics exist in every organization. In the wars that go on as this or that individual fights it out for the lead, no holds are barred. Take this bit of advice from Al Landsman, of Landsman and Katz, one of the most successful sales organizations in the children's garment field. Few industries are as competitive as the garment industry and Landsman has seen many men come and go.

"Every sales executive needs lots of support to get to the top and stay there. No matter how skilled and



## there's an easier way to reach military buyers

You can get a direct "shot" at *all* the military buyers in the U.S. and abroad through **THE MILITARY MARKET**. This monthly magazine carries your advertisement into the offices of the purchasing officers who can put your product in Commissaries, Exchanges, Clubs and Messes, where an immense part of the annual 8 billion dollar Armed Forces payroll is spent.

Guaranteed monthly circulation of 15,000 means your advertisement gets widest coverage in the field.

Top-flight editorials, news and features in **THE MILITARY MARKET** mean thorough readership. Your advertisement is assured high visibility.

Take this opportunity to build business with the 3½ million Armed Forces consumers and their families. Get "How to Sell" details and market data from our nearest office.

**HIGHEST readership among military buyers • MOST coverage per ad dollar**



Circulation Guarantee: 15,000 per month

## THE MILITARY MARKET

The Monthly Magazine for Military Buyers Everywhere

**ARMY TIMES PUBLISHING CO.** 3132 M St., N.W., Washington 7, D. C.

*publishers of*

**ARMY TIMES • AIR FORCE TIMES • NAVY TIMES • THE AMERICAN DAILY** (in Europe)

NEW YORK: 41 East 42nd St.  
CHICAGO: 203 N. Wabash Ave.  
PHILADELPHIA: R.W. McCarney, 1015 Chestnut St.

LOS ANGELES: 6399 Wilshire Blvd.  
SAN FRANCISCO: Monadnock Bldg.  
BOSTON: John Hancock bldg.  
LONDON • FRANKFURT • PARIS • ROME • TOKYO • CASABLANCA

technically competent a man may be, he must have good working relationships with people above, below and alongside him, if he plans to last very long. Making lots of friends and knowing how to work with them to mutual advantage is the foundation of any successful career."

Here are some suggestions you may find helpful in the future:

1. Try to use your skills in conferences in such a way that you promote the good will and cooperation of others, not just to boost your own reputation.

2. Look for ways in which you can help advance your colleagues' ideas and so enlist their support in your behalf.

### Avoid Sides

3. Avoid taking sides with either faction when there's a feud going on for you might find yourself being used by both sides to their advantage.

4. Look back every once in a while to see that you're not too far out in front; if you are, slow up a little until they can catch up with you and the results you want.

5. Remember that there aren't any secrets in any organization; it isn't the fellow you tell one to who doesn't keep it—it's the fellow he tells it to; gossiping is top management's deadliest sin.

There are more "lone wolves" than just the ruthless, domineering type, of course. I've known men so shy in personal contacts that they've built up protective exteriors and barricaded themselves behind a wall of paperwork. These are the fellows who say "Don't tell me about it; send me a complete report"—and so make more work for everyone.

In cutting off personal contact, you sever the vital power line of person-

ality dynamics without which there can be no true leadership.

Another loner is the man who's never learned how to delegate properly. This is the fellow who says, "If you want anything done right around here you have to do it yourself." Emotionally immature himself, this executive cannot relinquish control of even the merest detail to others so that they might grow up to a feeling of adequacy in handling more responsible assignments. Since he trusts no one to do anything for him, his desk becomes piled higher and higher with daily detail.

The cure is simpler: Give subordinates the opportunity to do work of greater responsibility and to profit by the mistakes they might make. By helping them to do more, you'll find yourself free to do the long-range thinking and planning that's rightfully the role of the superior.

Perhaps your difficulty lay in something else: Did you spend so much of your energy envying someone who was doing a good job that you had little to give to your own? Keeping hate and envy well fed takes a lot of emotional drive from anyone. You're carrying a double pressure: the tension aroused by the hostile feelings toward the other person and your anxiety over your own neglected job. That's enough to wear out the toughest of us.

In my many years of counseling executives, one remark keeps turning up and amusing me. "Well," a man will say, "I don't have any trouble in getting along with people I like." To which I have a standard response: "No one is entitled to a medal for that. It's how you get along with the stinkers that counts." Try to find some quality in each person you have to deal with (it'll be there if you just look for it) that can form the basis of a constructive relation.

### Evaluating Your Progress

Have you ever taken the time to figure out what you want to be and how you'll plan to get there? If you haven't, you're like the marksman who tried to make a bull's-eye with an unloaded gun on an unseen target.

Drifting along and hoping things work out all right is an irresponsible way of finding security and satisfaction in a career. If this is where your fault lies, you're probably living in a world of halfway measures, a dream world in which some day the right boss, or the right job, or the right whatever-it-is will come along and fix up everything. It doesn't work that way.

### Do You Dally?

Success in any undertaking is a matter of looking and working ahead until you've reached the objective you've set for yourself. Far too many men spend their time dallying with possible courses of action, looking for reasons why none of them would work out, or rejecting a good opportunity because it isn't perfect.

Some men fail because they fear success. I know one such man very well. At least a half dozen times in the past 15 years, by hard work, he's come to the point of building a successful, prosperous business. And each time, he's kicked it to pieces and started again building something else.

Let's look at the qualities that make for successful accomplishment of any job involving mature, responsible administration. Dudley Robinson, vice-president for Sales in the Torrington Manufacturing Co., gave me the best list I've ever seen.

"The most important qualities any man can bring to his job are these: the capacity for long-range, realistic

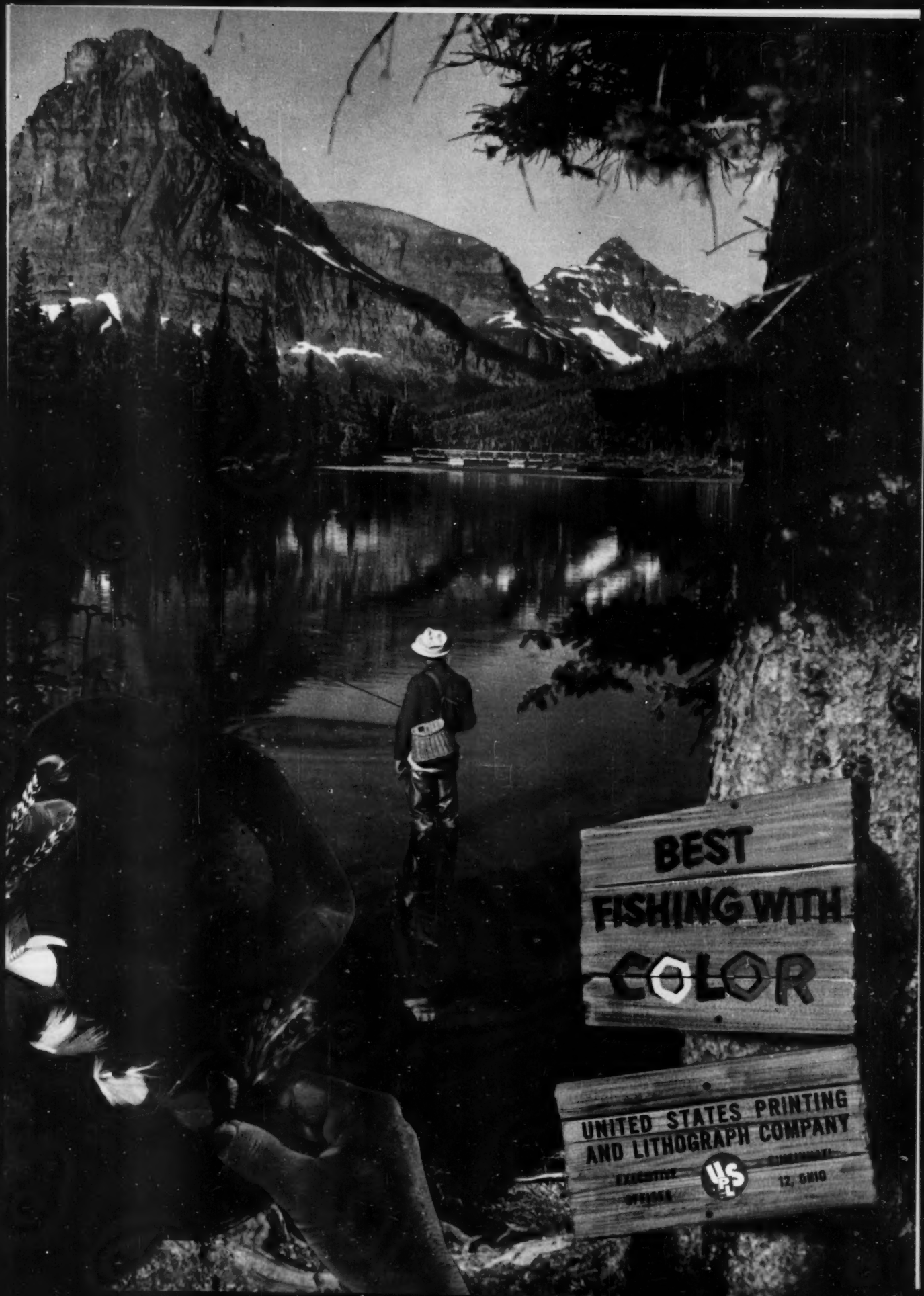
# to sell the Kansas farmer buy the

PUBLISHED BY CAPPER PUBLICATIONS—LARGEST AGRICULTURAL PRESS IN THE WORLD  
Sales Offices: New York, Cleveland, Chicago, Topeka, Los Angeles and San Francisco

## Kansas Farmer







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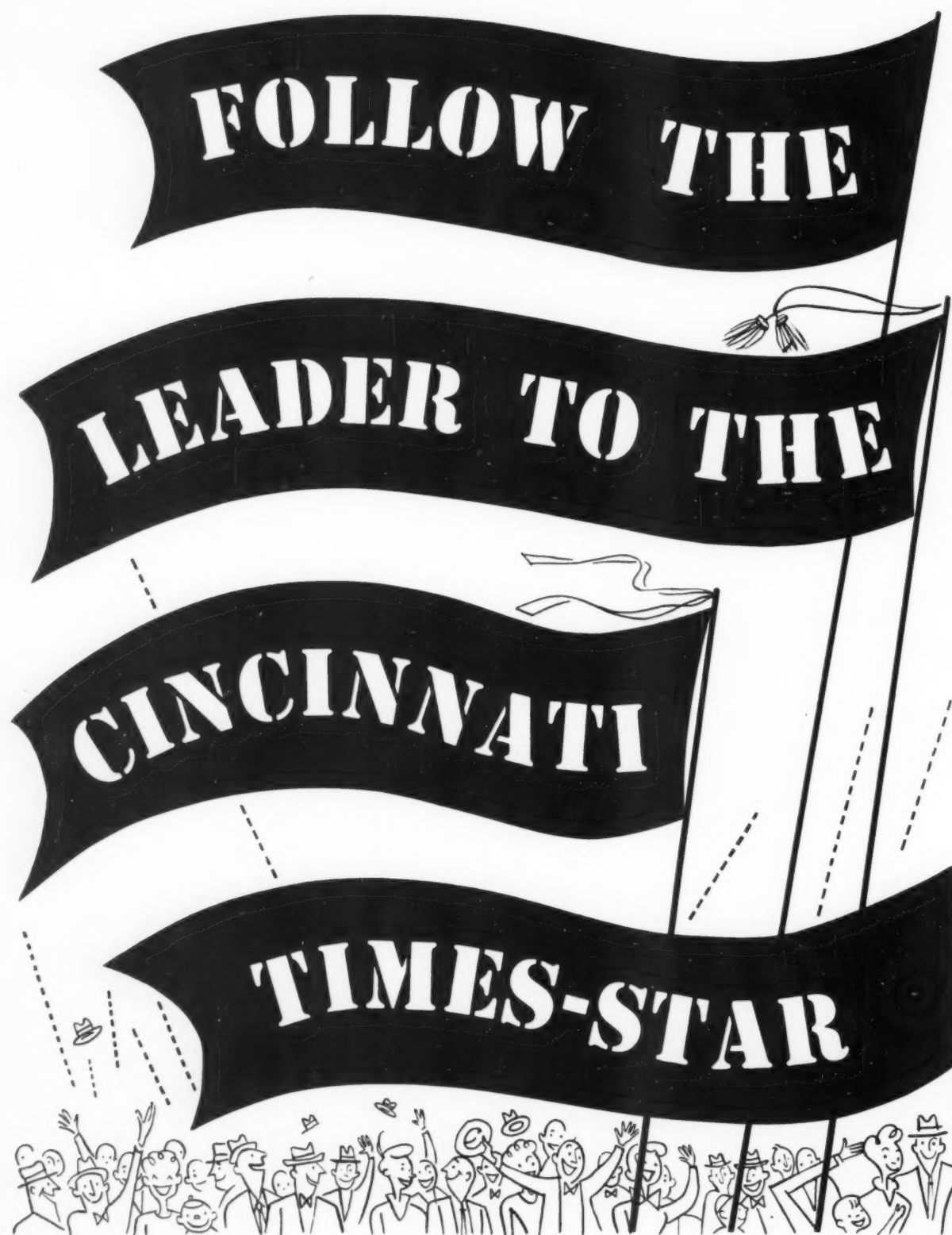
UNITED STATES PRINTING  
AND LITHOGRAPH COMPANY

EXECUTIVE  
OFFICE



CINCINNATI  
12, OHIO





Cincinnati's biggest Super Market is the Times-Star. During the first six months of '54, as in the preceding 46 years, the Times-Star carried more retail grocery lineage than any other Cincinnati newspaper.

NATIONAL REPRESENTATIVES: O'MARA & ORMSBEE, INC., NEW YORK, CHICAGO, DETROIT, LOS ANGELES, SAN FRANCISCO

thinking; self-reliance of the sort that produces healthy independence; initiative to begin things on his own; self-discipline and the fortitude to take the bitter along with the better; and the ability to make and keep friends."

How do you stack up against Mr. Robinson's list? Take them one at a time and see where you might be doing a better job on yourself.

Someone once said that there's none of us who couldn't lean back in a chair, close his eyes in a moment of introspection and say, "If I'd do thus and so, I'd be a better son, or father, or husband, or boss, or employee, or whatever. The trouble is: too few take the seat of the pants out of the seat of the chair and do something about it." A conscientious effort to break the pattern of unproductive behavior can pay tremendous dividends.

On the other hand, the trouble may lie in the kind of work you're doing. Perhaps you just drifted into it without really knowing whether you and the work were meant for each other. If you've not been getting a great deal of pleasure and reward out of the way you've been using your skills, by all means do something about it.

#### That Old Tired Feeling

Find a round hole for yourself, if you're that sort of peg. And don't delay doing it. Taking a lower salary shouldn't deter you, either. You're probably spending the difference on pills and doctor bills in an effort to get rid of that old tired feeling, anyway.

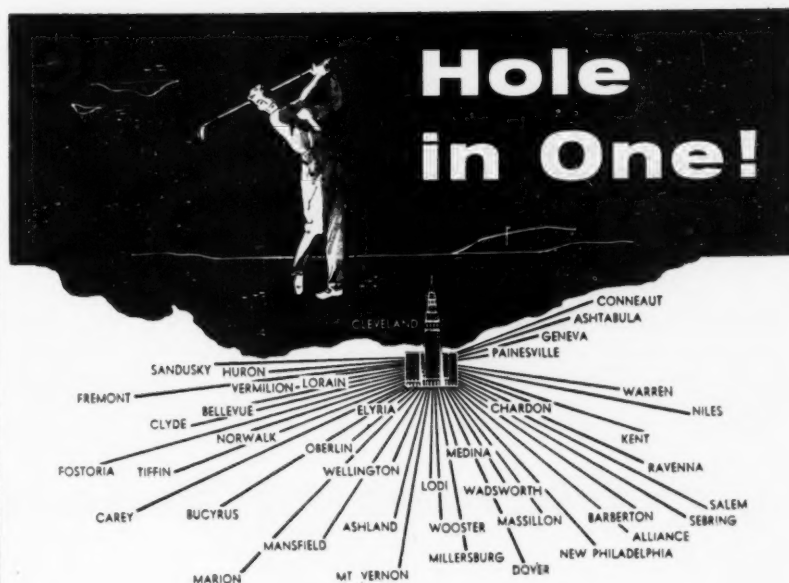
Finally, don't expect to succeed without understanding that "executive" derives from "to execute." Mark Cresap, whose outstanding record as a management consultant led to his present post as vice-president of the Westinghouse Electric Corp., worked out this simple formula for himself:

"T-I-P-E summarizes my concept of the four basic functions of the executive: *Think, Investigate, Plan and Execute*. These are the activities to which he must give his first attention, and if he is to succeed he must assure their proper performance."

Let me sum this up by a bit of advice I give to all of my clients. The real difference between the man who hits the top and the one who doesn't is this: One gives just a little more than was expected; the other just a little less than was needed.

Now that you've got a better idea of why you got fired, you can do something about it. Certainly, it need never happen to you again. **The End**

AUGUST 15, 1954



## Only the Cleveland Plain Dealer gives you a 2-for-1 market

You're sure to do the Northern Ohio course in par when you choose the Cleveland Plain Dealer. The dollar score is low . . . but what sales results! That's because the Plain Dealer alone gives you two markets for the price of one. Greater Cleveland PLUS the 26 adjacent counties . . . a whopping \$5 billion sales potential! Stay away from roughs and traps by aiming straight for bigger sales with the Cleveland Plain Dealer.

	(Cleveland) Cuyahoga Co.	26 Adjacent County Area*
Total Retail Sales . . .	\$1,976,290,000	\$1,625,161,000
Food Sales . . . . .	522,053,000	403,545,000
Gen. Merchandise Sales .	279,064,000	128,040,000
Drug Sales . . . . .	63,158,000	38,554,000
Furn. Hsld., Radio Sales	100,473,000	73,949,000
Eff. Buying Income . .	2,998,757,000	2,333,759,000

\*Akron, Canton, Youngstown not included.  
Figures—Sales Management Survey, May, 1954

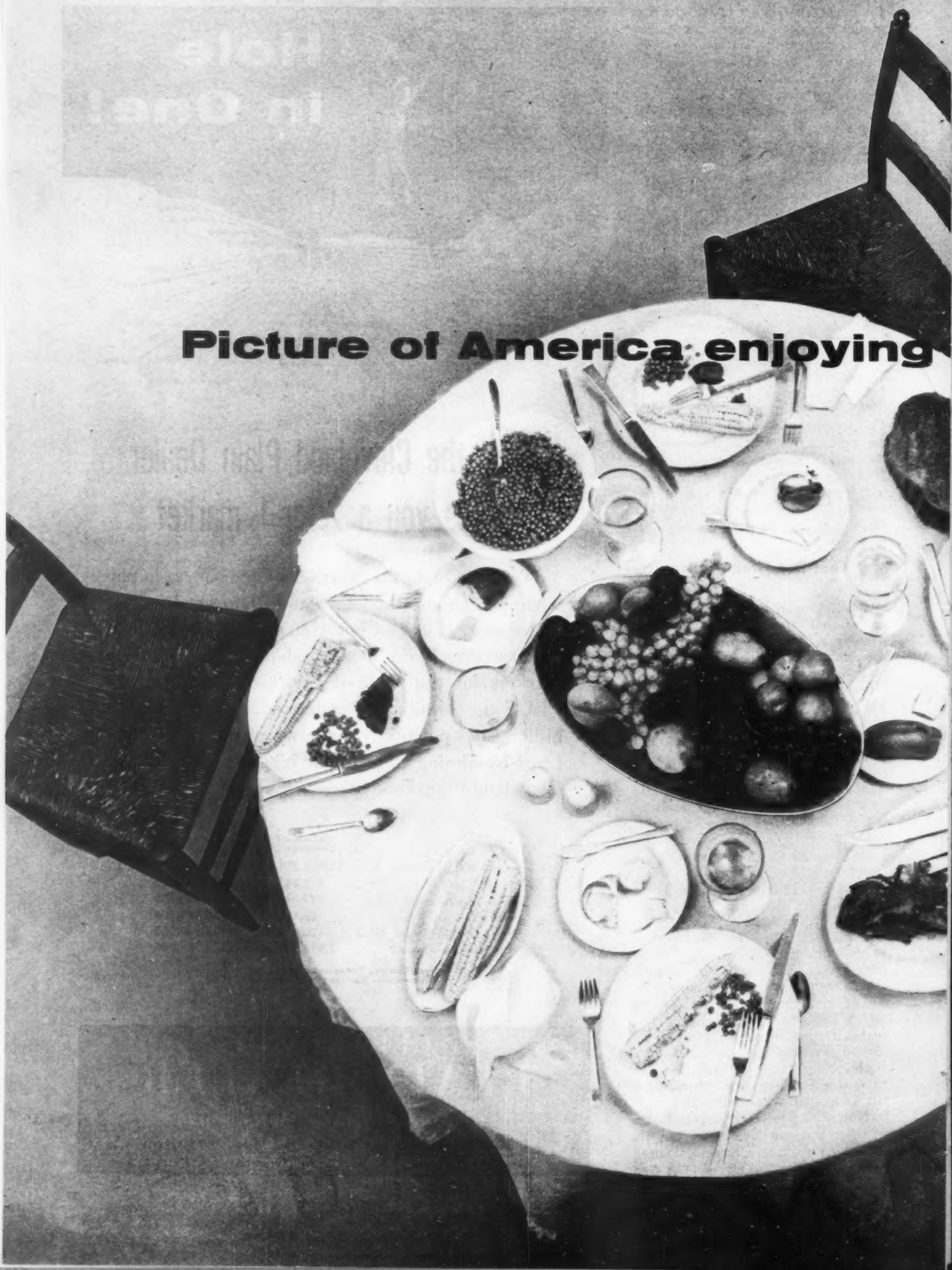
## CLEVELAND PLAIN DEALER

*Cleveland's Home Newspaper*

Cresmer & Woodward, Inc.

New York, Chicago, Detroit, San Francisco, Los Angeles, Atlanta

**Picture of America enjoying**



Far be it from NBC to tempt the citizenry to desert its dinner. But the truth is... the great new NBC-TV Monday night lineup is about to become America's favorite dish. It's so alluring... folks are apt to scurry from table to television half-fed!

### MONDAY... GREAT DAY IN THE EVENING!

Starting with the popular Tony Martin Show at 7:30 (*The Gillette Co.*; *The Toni Co. Division*)... the high-rated Camel News Caravan with John Cameron Swayze at 7:45 (*R. J. Reynolds Tobacco Co.*)... and then...

## its favorite Monday night dish

### PREMIERE! THE SID CAESAR SHOW

8:00-9:00. The Colossus of the history-making "Show of Shows," now on his own in a mad and marvelous program complete with Carl Reiner, Howard Morris and guests. Sponsors: *American Chicle Co.*, *Radio Corporation of America*, *Speidel Corp.* Three Mondays a month. Begins September 27.

### PREMIERE! MEDIC

9:00-9:30. The American Medical Association calls it "dramatic, informative, authentic." A taut, moving series of medical stories, authorized by the Los Angeles County Medical Association. Sponsor: *The Dow Chemical Co.* Begins September 13.

### ROBERT MONTGOMERY PRESENTS

9:30-10:30. Now in its fifth great year. The first July Nielsen Report shows it as the sixth highest-rated show in all television. Averaged a 31.7 Nielsen between September '53 and May '54. Sponsors: *American Tobacco Co.* and *S. C. Johnson & Son.*

### PREMIERE! LELAND HAYWARD

PRESENTS 8:00-9:30... every fourth Monday, beginning October 18. The *ne plus ultra* in Entertainment. Live super-shows in Color, with the *great* Greats of show business! Sponsors: *Ford Motor Co.*; *Radio Corporation of America.*

And so it goes, on into the night... into "TONIGHT," the new NBC variety show starring Steve Allen. Five nights a week (11:30 PM-1 AM\*). Begins September 27.

Small wonder that Monday Night on NBC-TV will be America's favorite dish this Fall! And the same thing goes for every night.

ADVERTISERS: Obviously the best place to sell your product, is where the viewers come and *stay*. NBC-TV



TELEVISION  
a service of the Radio Corporation of America

\*11 PM-12 Midnight C.S.T.  
All times are New York Time





TWO DISTRICT SALES MANAGERS step off mock-up DC-6B, enter hotel ballroom where Scandinavian Airlines held national sales meeting to kick off new polar route to Europe. Problem, how best to create public demand for airline tours . . .



. . . is illustrated by all kinds of visual techniques and dramatizations . . .

## Visuals Rev Up Incentive

When it comes time for the SAS annual sales meeting, nobody stays home

First passenger plane to bear the gold shield of Scandinavian Airline Systems, Inc., took off on a scheduled flight to New York in 1946. Since, SAS has gained a lot of altitude, is now ninth from the top in airline size. Last month SAS had a feather in its cap. Our State Department awarded the airline a priceless gem: permission to schedule passenger flights between Los Angeles, Copenhagen and all Europe—via the Arctic.

**Ways & means:** While SAS already serves more European cities than any of the 11 airlines operating on the North Atlantic, opening of the new standard-fare polar route will, the company figures, create more SAS passenger business from our Pacific Coast and stimulate sales in all 10 U. S. district sales offices. To get the new route's merchandising prop-

erly airborne, SAS last month hauled 150 sales representatives from all over the country, Mexico, Canada and Latin America to Manhattan's Hotel Plaza for an annual sales meeting.

The pictures on these pages show pretty much what went on.

It was, after all, "the first new transportation route in 1,000 years," and you don't hear statements like that very often these days. That is why Warren E. Kraemer, general sales manager, and other company officials, brought forth a hangerful of visual aids and visual surprises to rev things up.

"You belong," Kraemer told his audience, "to the only airline that brings all its salespeople to annual sales meetings." Indeed, SAS had stripped its district sales offices to the

operational bone, enabling virtually everyone but telephone operators to come to New York. "We bring you here," said Kraemer, "not only to get acquainted with the brass who live on the 12th floor of 30 Rockefeller Plaza, but also to get acquainted with yourselves. When you go home you can translate those initials you see on SAS teletype messages into real personalities."

Then Kraemer, who was once assistant to the president of Braniff Airways, said that there was only one way to sell travel, or anything else: "You must first create public demand—sell incentive."

**Less brassy:** Kraemer was selling a little incentive himself, not to the public, but to the sales personnel he faced. For as SAS salespeople continued to watch and listen to



... like cutting down tree of sales resistance to "get in the chips" ...



... and bringing Paris into flight pattern ...

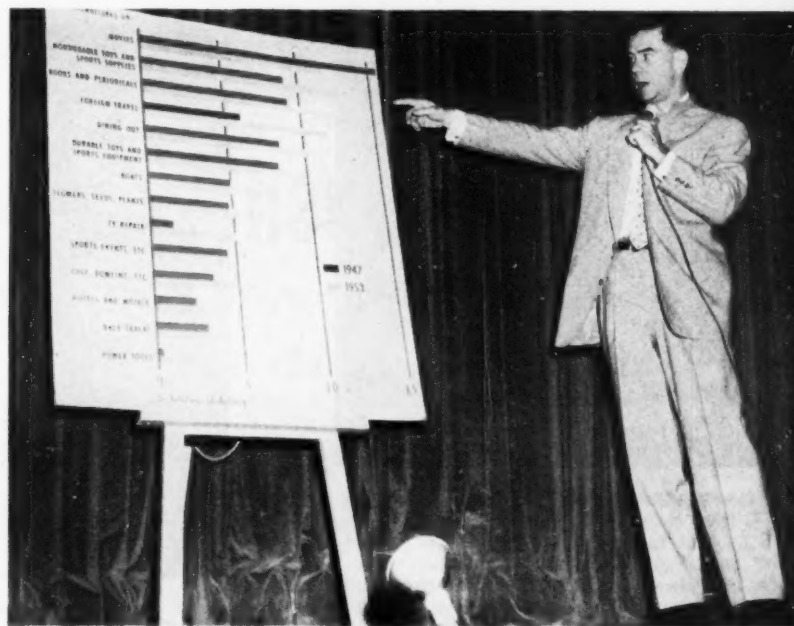


... and the same for Deutschland, a part of SAS "extra city" sales plan.

Kraemer and other company officers, they recognized them as former ticket agents and former branch office workers. It made Kraemer's "12th floor" seem a bit less remote.

There was plenty of serious stuff, of course, but nobody came away crying. Agency and Interline Manager Roy Thorpe cut down a pine tree and barely got out of the way in time; Kraemer himself threw a buffet for all hands at his nearby Manhasset, Long Island home.

Beginning about November 15, big, silver DC-6B's will nose out from Los Angeles at five minutes past midnight, settle down in Copenhagen in time for breakfast. Then Amsterdam, Brussels, Paris, London, Frankfurt, Dusseldorf, Stuttgart; then Munich, Vienna; then Cairo, Abadan, Bangkok and, even Tokyo.



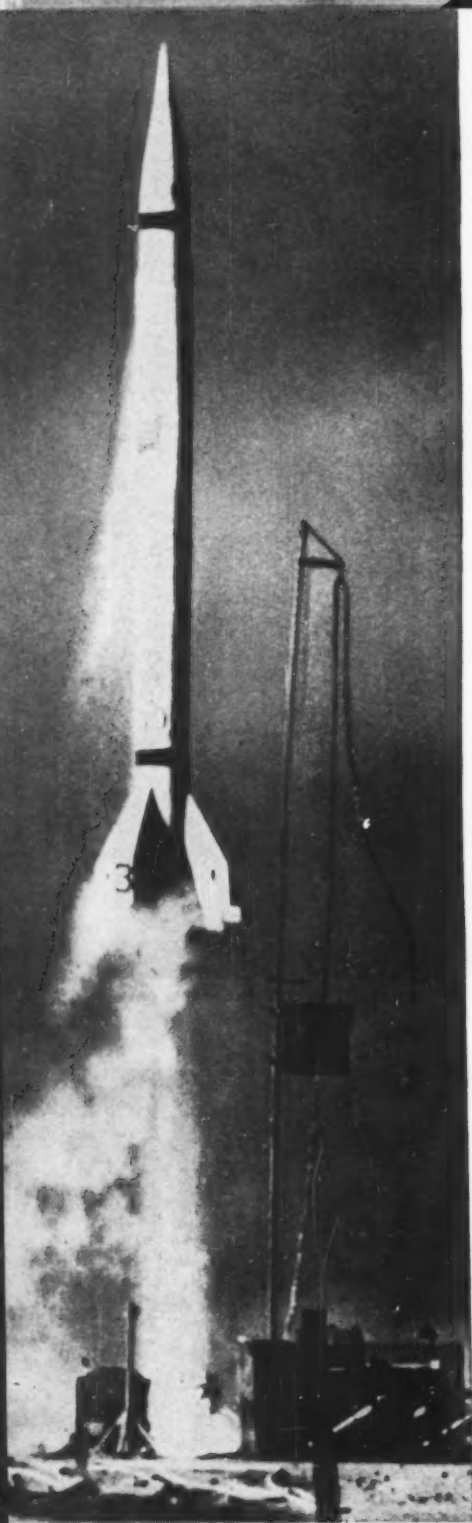
GENERAL SALES MANAGER Warren Kraemer uses host of visuals to drive home serious points. He opened meeting by throwing darts at target, closed it by throwing buffet party for crew of 150.

CYRIL MORRIS PHOTOS

# hydrazine zoom, fat stripper,

There are opportunities galore in the Chemical Process Industries . . . in development of better, low-cost raw materials . . . in byproduct utilization, packaging, safety equipment. It's a prolific, volume-bumping field, driving hard to smash last year's \$59 billion output record . . . a wide-awake field, quick to capitalize on fresh developments with new profit implications. And that's why **CHEMICAL WEEK** is so widely read by CPI businessmen . . . its two-jumps-ahead reporting and accurate analyses provide a solid basis for management planning.

It's interest-prodding, tightly-edited . . . *all business!* **CHEMICAL WEEK** concentrates its journalistic firepower on dollar prospects of the news and bangs away at problems common to all process executives. That's why industry leaders continue to attest its value and unique service, readership study after study consistently proves its dominant position among businessmen of the market. That's why **CHEMICAL WEEK** is singularly suited to cultivate this important sector of buying influence for you . . . it's chemical management's own magazine.



**HYDRAZINE ZOOM!** Production's set big as this inorganic chemical blossoms from rocket fuel to building block for a vast family of marketable compounds. Moving ahead fast in agricultural, drug and oxidation fields. Look for more capacity, reduced prices . . . a familiar combination in the CPI where \$37 billion was spent last years for chemicals and raw materials.



**FAT STRIPPER** plays key role in Antara Chemical's new process for tallow-based synthetic detergent—first commercially available. Here's good news for processors facing mounting surplus tallow supplies. Richest plums are home and commercial laundering, dish-washing markets. Big potentials, too, in textiles, paints, paper and other fields.



# no deadheads,

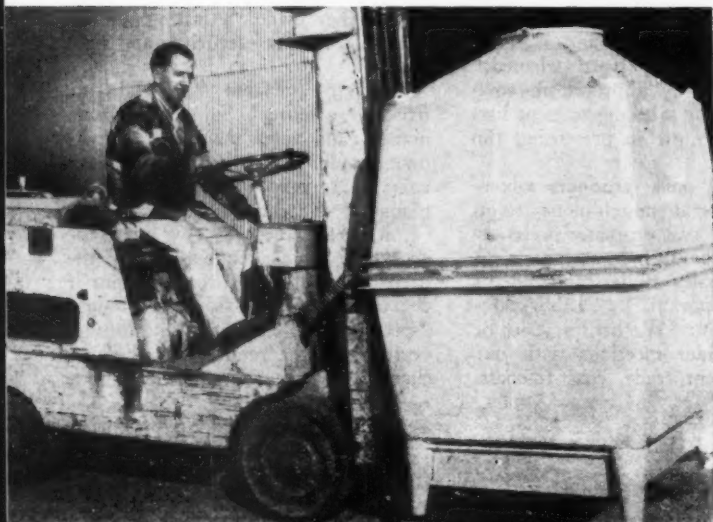
**ALERT MANAGEMENT** has made the Chemical Process Industries' safety record one of the best in all manufacturing. Here's Safety Director C. M. Olson of Oldbury Electro-Chemical Company who summed up his plant's accident prevention policies in a recent interview with CW editors. About the magazine, he says, "CHEMICAL WEEK's timely, accurate reports keep management on its toes . . . it has universal appeal for every executive in the market."



## alert management, and... Chemical Week

in the chemical process industries . . . it's management's own magazine

A MCGRAW-HILL PUBLICATION  
MCGRAW-HILL BUILDING, NEW YORK 36, N. Y. • ABC-ABP



**NO DEADHEADS** on return trips when producers ship chemicals in these containers. Here's a model of Willys Motors' *Nesta*-bins, for shipping liquids, granulars and powders. Available round as well as square, air-tight and vacuum-sealed to prevent product losses and contamination . . . ten empties nest in space occupied by one full bin. Makers claim 90% savings in return freight costs.



# How Can You Sell All Your Sales Allies on Your Advertising?

In ANA survey, 111 advertisers reveal most effective ways: They tell their own salesmen — personally — about plans; dramatize the plans at meetings of distributors and dealers, and follow up consistently to get stronger retail tie-ins.

"What ONE thing has your company done that has been *most successful* in merchandising your advertising?"

To this question 111 advertising managers who took part in a survey by the Merchandising of Advertising Steering Committee of the Association of National Advertisers, came through with specific and often quite-detailed replies.

From the main report on the survey findings, which embraced both sales and advertising managers of ANA member companies ("How Well Is Your Advertising Sold?" SM, August 1), replies to this question have been singled out for a separate story.

Devices used range widely. But one trend is clear: More advertisers are making greater emphasis on *personal contact* . . . to tell their own salesmen, their distributors and retailers about their advertising program . . . and to insure that all these factors follow through to make their combined efforts count with consumers at point-of-purchase.

## Getting Participation

More advertisers hold advance meetings on the advertising program with these different groups. More advertisers are finding better ways to dramatize the advertising story to them. More advertisers are stimulating them to play a more definite and active part in the program.

Nearly all of these advertisers re-enforce personal contacts with mailings. Some still rely primarily on the mail to keep their own salespeople and the trade informed.

Among the 16 repliers in the **food** industry:

One large advertiser cites "joint meetings with our major customers."

Key national and regional managers of this company put on advance presentations of the advertising program before merchandising committee members of leading customers. This is done both at headquarters points and "with comparable officials at divisional, zone and warehouse levels." It helps to arrange advertising schedules "to fit in with our customers' merchandising calendars."

General Mills says: "We plan sufficiently far ahead so as to be able in *most cases* to familiarize our sales organization—and in turn key buyers and individual outlets representing 80% of *grocery volume*—with our consumer advertising and promotional plans."

## Holds Small Meetings

Morton Salt gets the "complete story" and objectives "across to our men at small sales meetings . . . at which no holds are barred."

A food packer "makes sure that our own salesmen and brokers hear about our plans and programs *first* from us," and then "places responsibility for applying [them] to their customers."

One company [unidentified] gives district managers "a complete run-down of the program and explains why certain media were selected." After discussion, "a procedure emanating from the sales department lists methods to follow in presenting the program."

Others: A **milk products** advertiser: "We spend enough money to do one thorough and dramatic presentation for our key people each year, so they will really understand what's behind the program." . . . Libby, McNeill & Libby: "We held a series of elaborate dinner meetings with our more important trade, coast-to-coast,

and presented an unusual film which featured our advertising."

One company, which fostered National Baby Week, and developed it in cooperation with other food advertisers, sells salesmen on the advertising media being used to back up point-of-purchase efforts. Other food companies mention such things as broadsides, "gadgets" and other mailings.

The 12 replying **beverage** advertisers emphasize primarily personal—and dramatic—presentations.

In **soft drinks** one tells of making "a full-dress presentation of the year's program at our annual distributors' meetings." However, because the time allotted to advertising on the one-day program is too short, and no budget is provided for props, actors, etc., this method is "only 50% effective."

## Media Have Job to Do

Among **brewers**: Kreuger holds an annual convention, planned to create "excitement and enthusiasm." Merchandising kits are sent not only to regional sales managers and distributors but to newspapers and radio stations scheduled, on steps to develop the program on the local level. Media are asked to "continually re-sell themselves to distributors . . . with reprints, visits and occasional pep talks to distributors' salesmen."

Falstaff brings all its own salesmen, wholesalers and their route men to regional sales meetings, to hear plans for the next year. . . . Goebel features a "tangible object, such as a glass, trademark button or form of attire worn by sales and wholesaler people, to tie in with the campaign."

To wrap its three consumer media "into a very tight package," one of the largest brewers employs three projectors at meetings. These show in turn—and all in color—the outdoor poster, magazine and newspaper advertisements of the month." The method has made "a lasting impression . . . on our executives and field force."

Seagram prepares "an elaborate five-day meeting" for distributors, owners and sales managers and its own people, from district sales managers up, to hear advertising and sales plans for the coming year.

"At these meetings we take the accent off the academic aspects of the preparation of advertising and put it on the *objective*—yes, the 'tough' aspects of the merchandising of advertising to the retailer . . . because there is where you do, or don't,



## team mates

You'll do a much better selling job with Outdoor Advertising pulling, too.

It is seen repeatedly by nearly everyone in markets you want to reach and works effectively to lower the cost of delivering product impressions.

LIPTON TEA uses this successful formula and is pre-eminent in its field.

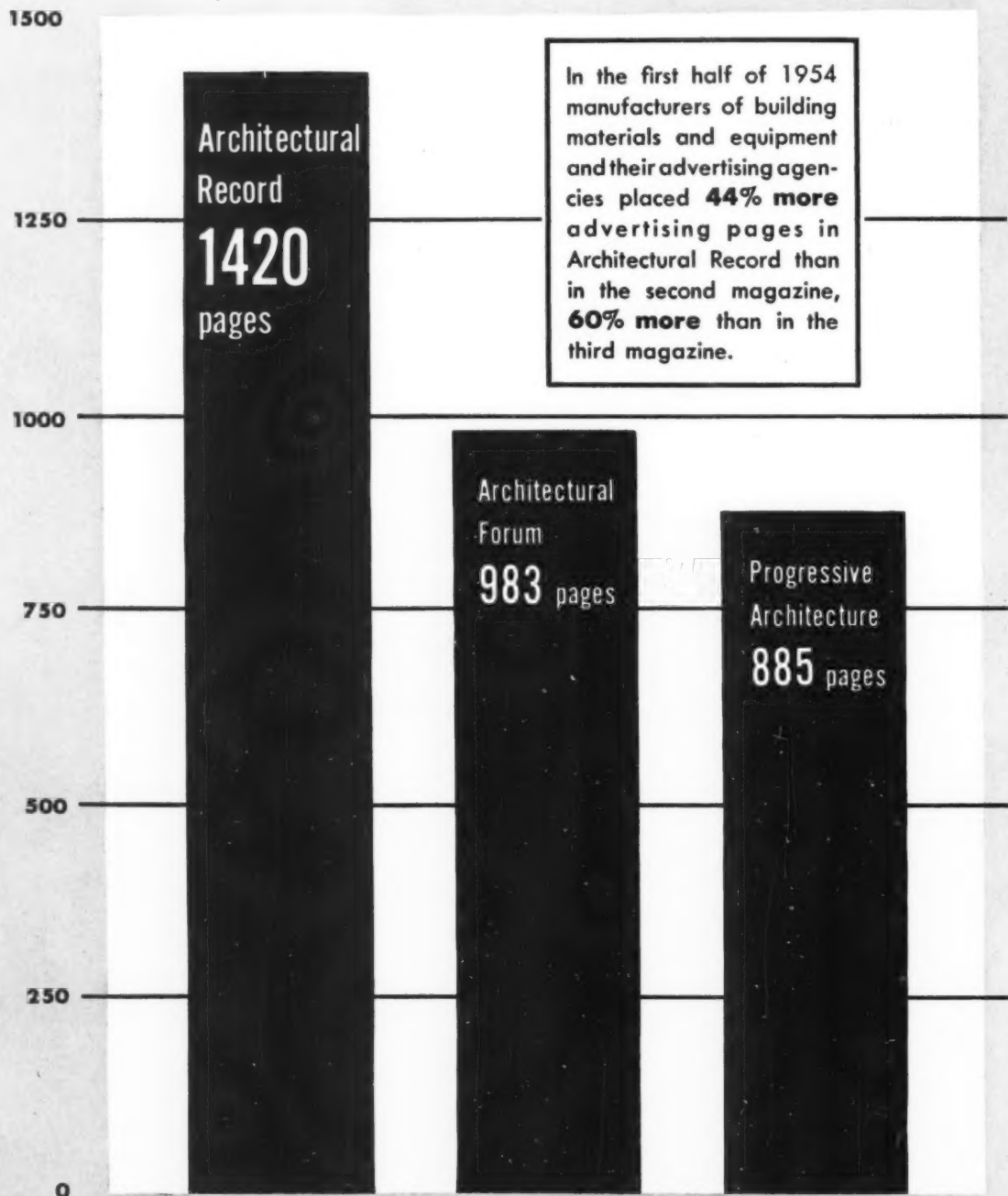


ASK YOUR ADVERTISING AGENCY ABOUT OUTDOOR ADVERTISING

outdoor advertising reaches the most people – most often – at lowest cost

THE STANDARD GROUP OF OUTDOOR ADVERTISING COMPANIES  
444 MADISON AVENUE, NEW YORK 22

# ADVERTISING PAGE VOLUME THREE LEADING ARCHITECTURAL MAGAZINES —SIX MONTHS 1954—



SOURCE: INDUSTRIAL MARKETING.

**Architectural Record**  
"Workbook of the active architect and engineer"



119 West 40th Street  
New York 18, N. Y.  
OXford 5-3000

justify your advertising.

"The power of advertising in the marketing operation is like the power of artillery in the military operation. It can break the resistance, but somebody has to go in and take the final objective; *that repeated impact* in the window itself, shelf, counter or on the floor of the retailer.

"And it is the *salesman* who has to go in and take that final objective. And any advertising man who sits up in his ivory tower without facing the responsibility of helping that salesman, had better go to night school. He had better go out at night and call on retailers and see this other power in the marketing operation at work."

Among 10 advertisers reporting from **drugs and toiletries**:

Grove Laboratories: "Without 'talking down' to the salesman, we tell him exactly what we are doing in his territory and why we are doing it." . . . One drug advertiser uses a six-point mail campaign: A TV star letter to salesman; personal series of letters, and regular mailings to salesmen of such things as window stickers and counter cards. . . . Instead of personal contact, another sends personalized letters to dealers. These present "success stories" . . . and give the buyers a picture of localized promotional plans."

Nine replied in **home equipment and appliances**:

Hoover Co.: "We appoint dealer supervisors," to supplement contacts made by district and branch managers. These men train dealers to use merchandising material, develop programs for individual dealers, and checks to see that dealers get—and use—the material.

American Standard Radiator: "A kick-off national advertisement starts dealer meetings, sales contests, etc.," and is used in mailings, displays and otherwise. Magazine men address campaign meetings.

RCA Estate Appliances: Company's sales and advertising managers present the year's program on a "coast-to-coast junket," before distributors and their salesmen. Slides, a humorous skit, and a real-life catalog cover girl help to tell the story.

Several of the 11 in **home furnishings** said they were doing their merchandising—the advertising job mainly by mail. These methods included preprints of advertisements for wholesalers; use of an external house publication to 18,000 retailers, wholesalers and manufacturers; tie-in packages with blowups of advertisements, merchandising suggestions, etc., to reach distributors and retailers 30

days before publication. One sends to dealers a preprint of a *Life* color insertion 90 to 120 days before that issue of the magazine appears.

In **wearing apparel-textiles**:

Cooper's, Inc., (men's furnishings): "Drill sessions familiarize our salesmen with . . . the advertising portfolio and help them to use it as a sales tool." . . . One large advertiser says: "We provide each salesman with an accordion portfolio of all national ads for a six-month period. This is spread out either in the sample room or in the store." Separate packages also are provided for special promotions during this period. . . . Another for years has focused advertising on one individual style at a time. This has "made the consumer conscious of the individual style by name; has grooved the dealer's purchases into the advertised styles, and enabled us to have \$500,000 of merchandise made up, packed and ready to ship of the predetermined styles."

### Some Do It By Mail

One replier in **office machines** tells of "personal presentation of the entire program at the annual sales meeting." Others supply dealer material by mail.

Insurance companies do this job largely by mail. One developed a sales letter for agents on "insurance to value," of which 1.5 million copies were used; provides agents with county breakdowns of the five national magazines on its schedule, and a piece on "free enterprise."

**Auto accessories-tires**: General Tire points out that "All our advertising is dealer cooperative except national magazines and network radio. Our whole sales organization . . . does a great job of selling tie-in advertising."

Willard Storage Battery: "We use our basic sales pitch in our advertising—and then use it as the basic sales pitch."

**Petroleum products** advertisers all stress personal contacts with their own salespeople and dealers. Standard Oil of Indiana: "Members of the advertising department and agency take recommended major campaigns, in the rough and before they have been submitted for official consideration, into the fields where they are reviewed and discussed in great detail by field management who are urged to criticize freely from any standpoint but especially from the standpoint of whether or not the campaigns will, in their opinion, help accomplish the desired effects in their sales efforts. This

makes the field organization a part of the effort and assures better use at local level." . . . Continental Oil Co. recently introduced "a complete dramatization; selected teams from each sales area; presented the dramatization to them in finished form; gave the casts their lines in advance; rehearsed them for two days. Then they carried the finished program to their retailers." . . . One company gets dealers to pay for part of the program. . . . Another reports attendance of 66% to 75% at dealer meetings and of 90% to 100% at distributor meetings.

**Farm equipment**: New Holland Machine Co. employs a "Sel-Fax" promotion, which includes merchandising the advertising. Salesmen call on dealers and go over reprints individually, using them to influence dealers to tie in locally." . . . Others send by mail "double-winged, double-eased reprint display cards," and write dealers of publication circulation of campaign in each dealer's area.

**Building equipment** concerns report: Offering a slidefilm for distributors' use at dealer meetings; "a split-second timetable of notifying each level of distribution well ahead of a major advertising event;" presenting dealers with a "merchandising handbook, film strips, and an eight-point reference library of tie-in materials."

**Industrial** advertisers mention mainly such mail methods as brochures of displays; complete catalog of year's advertising; display contests, etc. . . . One gives its sales organization an "Advertising-of-the-Month" booklet . . . General Electric, for lamp bulbs, employs a "blitz" campaign which "wraps in one package advertising, promotion and displays on a specific product or line for a concentrated period"—from a week to, usually, a month. "It works because it sets a definite job to be done and a definite time to do it."

Among **miscellaneous** advertisers: A watch manufacturer says "we have taken the burden [of merchandising the advertising] from our salesmen and largely shifted it to the media themselves." . . . A manufacturer of recreational equipment designates an "X-Day" to open its fall season; gets out broadsides and letters on it two or three weeks in advance, to announce promotional and merchandising materials. Meanwhile, each dealer receives a kit of point-of-purchase displays, ad-mat folder and give-away booklet samples. Dealers are urged to use newspaper advertising to tie in with the company's campaign.

The End



# New Tax Law Gives Salesmen Better Break on Travel Expenses

The salesman who can fly or drive to the far parts of his territory and return home on the same day can charge off most of his expenses without giving up his standard 10% deduction. Tax saving: Several hundred dollars a year.

BY JEROME SHOENFELD • Washington Editor

A salesman who works the suburbs no longer is at a disadvantage when he confronts his income tax form: The new law puts him on a par with his fellow worker who goes out of town, and with a competing manufacturer's agent covering his—the salesman's—territory. They will all now take the same expense deductions.

That was not the case in the past. Salesman and agent might each gross \$10,000. The salesman paid several hundred dollars more in taxes.

For years salesmen complained. Spokesmen for their various organizations drafted comparison income tax forms. With more patience than hope, they exhibited them over and over again to sympathetic Congressmen, who agreed that "something should be done" and sometimes even introduced bills which got nowhere. Complaint hardened into an annual ceremony.

Now the grievance has been remedied. It took a complete overhaul of the tax code to do it. This overhaul

includes several points of specific interest to sales managers other than deduction of salesmen's expenses.

As for salesmen's expense accounts, a single change in law has corrected two complaints:

1. Formerly city salesmen could not make the same deductions as, for example, a manufacturer's agent, who ranks as a contractor—a businessman—rather than as an employee.

We are familiar with the expenses both meet: transportation, telephone calls, customer entertainment, postage, split commissions. The agent deducts all of this from his gross (the first line in the tax form) in order to arrive at adjusted gross. Later he takes his standard 10% deduction from adjusted gross to cover charities, taxes already paid, etc.

In contrast, the employed salesman may deduct from gross only if he has an expense account which he has entered as income. If, as commission salesmen often do, he pays expenses from his own pocket, he may not make the deduction from gross. To take it at all, he must forfeit the standard 10% deduction and in its place itemize his expenses, along with charities, etc. If these come to exactly 10% he is allowed only half the deductions he would get were he his own boss.

2. The salesman on the road deducts much more than the one who sleeps nights in his own bed. He takes not only transportation fare, but meals, lodgings and laundry, plus such ordinary business expenses as the cost of setting up sample rooms.

Airplanes have been taking salesmen off the road. A salesman working out of New York can take off in the morning for Boston or Washington, get the signature on the order blank, and be back for dinner that night with his family.

The expense of such a flight formerly could be charged only as an alternative to the standard 10% deduction. Results were often curious: Sometimes it was cheaper to work a territory halfway across the continent.

In a few paragraphs Congress has solved both difficulties. An outside salesman—in general, one who does not stand behind a counter—now may deduct from gross all customary business expenses. This is intended to put salesmen, on salary or commission, on

---

## Tax Law Clarifies Four Points

1. TV and radio program prizes are taxed. Congress has ended the argument. It no longer matters that the winner does or does not lift a finger. He is taxed even if he knows nothing of his good fortune until truckmen start unloading assorted washing machines, desk blotters, salad dressings, power tools, anti-acid tablets.

Whether it's cash, a gold watch, a phony sales conference, the prize for "best salesman" is taxed. It was before, but Congress clinched matters so that the salesman would not talk back to Internal Revenue Service. Of course, it's still possible to try to disguise what the law taxes, but it's the salesman-winner who'll pay.

2. Those who sell industrial products should examine the new rules on amortizing plant and equipment. Greater deductions may be taken the first years after purchase. Companies making money and facing high taxes are readier prospects. Banks may lend more freely against equipment which will be written off quickly.

3. If you serve companies that sometimes do research work, point out to them that they may deduct the entire expense from current earnings.

4. There is some additional leeway to companies operating in the red for deducting current expenses from past earnings. Now these deductions can be made against earnings in the two previous years, instead of only in the year just past. This should be pointed out to the board of directors if they want to skimp on promotion which will not pay off at once.

---

# Are You Testing a New Campaign?

- Test your new campaign in a Booth Michigan Newspaper Market! Booth Dealer Merchandising assistance will help you check trade and consumer response quickly! Ask a Booth man to tell you more about it.

. . .

*Booth market incomes are above average. For example, average annual family income in Ann Arbor (covered daily by the Ann Arbor News) is \$8800. This is 50% above the national average! Newspaper advertising is selective . . . and Booth markets are good ones to select!*

**CALL—**

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110 E. 42nd Street  
New York 17, N.Y.  
Oxford 7-1280

Sheldon B. Newman  
435 N. Michigan Ave.  
Chicago 11, Illinois  
Superior 7-4680

Brice McQuillin  
785 Market Street  
San Francisco 3, California  
Sutter 1-3401

## 8 BOOTH *Michigan* Newspapers

"YOUR MICHIGAN MARKET OUTSIDE DETROIT"

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS  
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS



## Newspaper Promotion Hotter Than Sizzling 110 Degrees

DALLAS, TEXAS—Monday, July 12, of this year, was the hottest day in the history of Dallas . . . which means *muy caliente* in anybody's language. The thermometer hit 110.3 officially, and street-corner readings were much higher. The populace developed an understandable affinity for air conditioning or rest under a fan.

Yet, during this day and the 108-degree Sunday that preceded it, 17,000 people in Dallas drove out to see a \$47,000 "Enchanted House". In an eight-day period, the hottest week Dallas ever had, 48,957 people visited this dream home. At times the waiting line stretched for a block under the blazing Texas sun.

The "Enchanted House" was advertised exclusively in The Dallas Times Herald. There was a single story on Saturday, July 10, an eight-page section the next day, and scattered items during the week. Said Mrs. Marian Flanigan, promoter: "The results were almost incredible considering the weather."

All any newspaper can offer its advertisers is friendly, interested, action-provoking readership as measured not only by circulation but by specific reaction.

Reader reaction to The Times Herald is illustrated by the story above. As for circulation, The Times Herald's total net paid is more than 160,000 daily and 165,000 Sunday. In Dallas County, The Times Herald reaches in excess of 24,000 more families daily, and 28,000 more Sunday, than any other newspaper.

The Times Herald is represented nationally by The Branham Company.

(Advertisement)

a par with the self-employed.

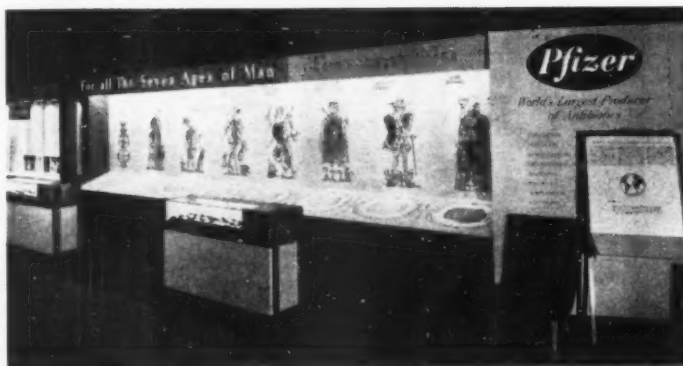
The salesman who planes 200 miles and returns the same day is not quite as well off as the one putting up at an out-of-town hotel. It is questionable whether he may deduct meals, for instance; certainly he cannot tote the family wash 200 miles to get a tax deduction. But the principal travel expenses may be deducted without prejudice to the standard 10%.

The bill does not solve everything. It lets outside salesmen take business expenses. But if you ask a tax expert what a business expense is, he will refer you to a few dozen current

lawsuits, as many tax court opinions, 20-odd interpretations by the Internal Revenue Service. The latest tax court opinion is often interpreted to mean that when you take a customer to lunch, you can deduct his highball but not yours and half of the tip.

"We give outside salesmen," a draftsman explains, "what are known as 'business deductions,' whatever that may mean. We don't try to say. The law on that point is as vague as before. Someday we may write another bill to make it clearer. You can't do everything in one bill."

The deductions are granted only to a man who ranks as an outside



IT WAS BORN as a mailing piece to physicians.

## William Shakespeare, Drug Salesman

A good idea has as many lives as a cat's alleged nine. Take, for instance, Pfizer's adaptation of Shakespeare's "Seven Ages of Man" passage about the schoolboy creeping like a snail to school, the lover sighing like a furnace and so on.

Originally William Douglas McAdams, Inc., New York, advertising agency for Chas. Pfizer & Co., Inc., Brooklyn, created a special mailing folder based on the "Seven Ages" theme to advertise terramycin. (McAdams' art director, Victor Trasoff, the artist, Joseph Low, and E. W. Whitney, Pfizer's advertising manager, share credit for the now famous mailing piece.)

Mailed to about 150,000 physicians in April, 1953, the accordion-type folder attracted wide attention, not only among doctors, but teachers and others. The theme proved so popular that the artwork was blown up to form a 40-foot background for Pfizer's exhibit at a meeting of the American Medical Association.

Meanwhile, the wheels keep turning. The piece was reproduced in *Graphis*, a Swiss publication, and twice in one issue of *Direct Advertising*. It recently won an award in the National Lithographers Association contest, and a certificate for outstanding design from the American Institute of Graphic Arts. This June, Trasoff, designer of the piece, received one of the New York Art Directors Club's 15 top awards, a gold medal.

salesman. The term outside salesman is carefully defined. Explains the Senate and House report:

"An 'outside salesman' is an individual who is a full-time salesman who solicits business away from his employer's place of business. It does not include a salesman, the principal part of whose activities consists of service and delivery. Thus a bread or milk driver-salesman is not included in the definition. Nor are salesmen whose principal activities consist of selling at an employer's place of business but who incidentally make outside calls . . . Outside salesmen who have incidental activities at the employer's place of business, such as writing and transmitting orders, making or receiving telephone calls, are eligible for the deduction allowed 'outside salesmen.' A full-time 'outside salesman' may deduct such expenses as those for telephone and telegraph, secretarial help and entertainment."

In Washington, D.C., there is a Pepsi-Cola salesman who grosses \$20,000. He calls himself a salesman. But he drives a Pepsi-Cola truck for delivery of full bottles and pickup of empty ones. He does not qualify. Of empty ones. He does not qualify.

#### Basis for Deduction

There are city salesmen who sometimes visit the trade, sometimes stay in the showroom while customers visit them. Going in or staying out determines whether or not they get the deduction.

It's easy to think up dozens of hard cases: The man who searches for leads not only for himself but for fellow salesmen; how does he chalk up such time? . . . Salesmen who help their customers with displays, others who do repair work . . . No statute can cover specifically every case. Gradually Internal Revenue Service rulings will accumulate, solving old puzzles and creating new ones.

The salesman whose status is not obvious has a recourse: keeping a personal record of the way he spends his time. This is not a record for a costing man or an efficiency expert. It is a handy reference for the tax collector.

Finally, the law gives something to the inside salesman who sometimes taxis or drives to a customer's store or office. He may deduct transportation. So may any employee who, as part of his job, makes such trips. Commuting fare remains part of the cost-of-living and not of doing business.

The End

# Make friends with PAPER-MATE

## the pen that "clicks" with all America!

#### DE LUXE MODEL

- ★ Push-button, retractable point.
- ★ Never leaks—always stays clean.
- ★ Ink can't stain hands or clothes.
- ★ Can't smear or transfer.
- ★ Refills with red, green, blue, and black ink.
- ★ Comes in seven color styles.
- ★ Unconditionally guaranteed.



Available with  
company imprint,  
emblem, or message

*\* Write today for quantity prices!*



#### ADVERTISING SPECIALTIES DIVISION

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752 Broadway  
New York 3, N. Y.

PAPER-MATE COMPANY  
8790 Hays Street  
Culver City, Calif.

PAPER-MATE OF CANADA  
265 Adelaide St. West  
Toronto, Canada





## How to Pick a Name For a New Product

Too many of our product names are hard to pronounce, hard to remember, embody bad connotation. Such names multiply the headaches of both the sales and advertising departments. A well chosen name has tremendous value.

BY ROBERT N. McMURRY  
McMurray, Hamstra & Company

One of the most promising yet least exploited phases of merchandising today is the development of appealing *product names*.

If a market is to be developed for a product of any kind it is essential that the product be:

1. Properly designed and engineered (to insure eye appeal, general attractiveness, and utility).
2. Well-made of quality materials (to insure satisfactory performance).
3. Provided with attractive packaging and display pictures (to insure eye appeal and enhance attention value).
4. Competitively priced (to insure appeal to its market).
5. Intensively promoted (to inform every potential purchaser of its existence and merits).
6. Effectively merchandised (to insure coverage).

Not always fully understood is the contribution and importance of a seventh factor: the product's *name* in insuring its acceptance and use. A well-chosen name can be a great asset; a poorly chosen one a liability. The ideal product name. . .

1. Implies that the product will satisfy an acutely felt need. Example: "Eversharp" for a pencil;
2. Is easy to spell and remember: "Duz" for a cleanser.
3. Attention value: "My Sin" for a perfume.
4. Quality connotation: "Suave" for a man's hair dressing.
5. Pleasant connotations: "Beauty-rest" for a mattress.

It is possible to take a coined name with no connotations and by the expenditure of large sums of money create desired associations. Typical is "Kodak." It has become a generic

term for certain types of cameras. On the other hand, it has required a half century and the investment of millions of dollars in advertising and other promotional activities to bring this about.

Many companies apparently give scant thought to product names. The majority are innocuous and pedestrian, constituting a means of identifying the product to public and trade, hardly more. They have little value in merchandising the item. Typical cases are those in which the company's name is incorporated with that of the product. Example: "Swift's Premium Bacon." The manufacturer's name often lends prestige to the product and aids in its promotion to a minor extent.

Other names are less fortunately chosen, particularly those designed to imply scientific or medicinal attributes, as in the pharmaceutical field, and are serious offenders against some or all of the five characteristics a good name should possess. Typical is the name "Anti-phlogistine," which while it may suggest the presence of medicinal qualities, is neither easy to remember nor spell, has no particular attention value and no inherent connotations, favorable or unfavorable. As in the case of "Kodak," it can be given meaning by advertising, but this is costly and time-consuming.

Some names have meanings to certain, often limited, groups, not to the market as a whole. An example, is "Iso-vis," a lubricating oil. This name means "constant viscosity" to an engineer. To the average layman it has no specific meaning. Asked what the name suggests to him, the layman may respond to the clang association of the word "iso" and report "ice." The technical meaning of the name escapes all but a small number of lubrication engineers, and its sound implies an element no one wants in a lubricating oil—ice.

# The Author Picks Some Samples . . .

1. These are names which may confuse the purchaser because they are not appropriate to the product:

Glasstex (batteries—The B. F. Goodrich Co.)  
 Permaglas (glass-lined water heaters and tanks—A. O. Smith Corp.)  
 E-Z-Do (wardrobes and chest accessories—Decorative Cabinets Corp.)  
 Flat-As-A-Pancake (gummed papers—Brown Bridge Mills Co.)  
 Hi Low Witchery (brassiere—Exquisite Form Brassiere, Inc.)

2. These are names which imply that the product will deliver the results the purchaser seeks:

Bisquick (flour—General Mills, Inc.)  
 Wear-Ever (cooking utensils and foil—The Aluminum Cooking Utensil Co., Inc.)  
 Day-Glo (fluorescent colors—Switzer Bros., Inc.)  
 Week-At-A-Glance (date book—Nascon Products, Div. of Eaton Paper Corp.)  
 Ever-Ready (safety razors—American Safety Razor Corp.)  
 Kno-draft (adjustable air diffusers—Connor Engineering Corp.)  
 Cut-Rite (waxed paper—Scott Paper Co.)  
 Foam Shave (men's products—The Mennen Co.)  
 Keepsake (rings—A. H. Pond Co., Inc.)  
 Mum (deodorant—Bristol-Myers Co.)  
 My-T-Fine (desserts—Penick & Ford, Ltd., Inc.)  
 End-O-Corn (foot comfort—End-O-Corn)  
 Kantwet (crib mattress—Rose-Derry Co.)

3. These are names which are hard to remember and pronounce:

Analgestic (cream and pre-tape dressing—Larson Laboratories, Inc.)  
 Estrogenic (hormone cream—Helena Rubinstein, Inc.)  
 Elastic Naugahyde Royalite (plastics—United States Rubber Co.)  
 Rock-a-file Modular (office furniture—Rockwell-Barnes Co.)  
 Arsenoferratose (medical—Garret Lab., Inc.)  
 Dia-Pape-sin (milk—The Sterling Products Div. of Sterling Drug, Inc.)

4. These are names which at least tend to identify the product:

Elecom (electric computers—Underwood Corp.)  
 Ekotape (recorder-reproducer—Webster Electric Co.)  
 Double-flow Aquatower (cooling tower—The Marley Co., Inc.)  
 Roto-Clene (air filter—American Air Filter Co.)

5. These are meaningless names which can be given significance through advertising:

Tri "55" Clad (new motor to reduce installation costs—General Electric Co.)  
 Kordek (case binder—Corn Products Refining Co.)  
 Superex (high temperature block insulation—Johns-Manville Corp.)  
 Tocco (high frequency melting furnaces—Ohio Crankshaft Co.)  
 Echo (ladies' scarfs—Edgar C. Hyman Co., Inc.)  
 Foamglas (cellular glass insulation—Pittsburgh Corning Corp.)  
 Parlon (chlorinated rubber to withstand coolants and lubricants—Hercules Powder Co.)  
 Alfrax (BI aluminum oxide brick for insulation and low heat loss—The Carborundum Co.)  
 Mullfrax (electric furnace mullite shaper for load strength—The Carborundum Co.)  
 Noa Noa (new perfume created by Helena Rubinstein, Inc.)  
 Hi-Hat (peanut cooking oil—Planters Nut and Chocolate Co.)  
 Dorex (air recovery—Connor Engineering Corp.)

6. These are meaningless names which have been given significance through advertising:

Arm & Hammer Brand (baking soda—Church & Dwight Co., Inc.)  
 Enna Jettick (shoes—Dunn and McCarthy, Inc.)  
 Zerex (anti-freeze—E. I. du Pont de Nemours & Co. (Inc.), Polychemicals Dept.)  
 Zippo (lighter—Zippo Manufacturing Co.)  
 Nucoa (margarine—The Best Foods, Inc.)  
 Va-Tra-Nol (nose drops—Vick Chemical Co.)  
 Electrolux (refrigerators—Serval, Inc.)  
 Scotchlite (reflective sheeting—Minnesota Mining & Mfg. Co.)  
 Argyrol (medical and ointment—[A. C. Barnes Co.] Zonite Products Corp.)  
 Arrow (collars, shirts and cravats—Cluett, Peabody & Co., Inc.)  
 Aunt Jemima (pancake and buckwheat flours—The Quaker Oats Co.)  
 Crystal Domino (sugar—The American Sugar Refining Co.)  
 Cuticura (toilet preparations—Potter Drug & Chemical Corp.)  
 Dutch Boy (white lead and paints—National Lead Co.)  
 Educator (saltines—Megowen Educator Food Co.)  
 Gold Medal Kitchen-Tested (flour—General Mills, Inc.)  
 Paper-Mate (pen—Paper-Mate Co., Inc.)  
 Heirloom (sterling—Oneida, Ltd.)  
 Zerone (anti-freeze—E. I. du Pont de Nemours & Co. (Inc.), Polychemicals Dept.)

There are names simple to remember, with appreciable impact. However their connotations are confusing, inappropriate, or suggest something vaguely unpleasant. An example of this is "Clabber Girl," name for a baking powder. Undeniably an arresting name, easy to remember and spell, it nevertheless fails to suggest that the product is an aid in baking. More disturbing, the name conjures up a blurred image. What is a "Clabber Girl"? She does not come sharply into focus. The

ideas associated with "clabber" are far from appealing. What finally emerges is the image of a pallid, doughy, glabrous, sticky creature who lacks glamor and is even slightly revolting. In a more obvious manner, a name such as "Klassy Kut Klothes" suggests cheapness and lack of product prestige.

Actually, a well-chosen name has tremendous value in merchandising a product. It often is as effective as pages of copy in telling prospective users what it is, what it does, and to

what extent it is a quality product. This is in addition to its merits as an attention-getter and an easy-to-recall "friend in need."

It is probable that many of the best product names are the result of intuitive inspiration, as are many successful advertising themes. This does not preclude the development of effective names on a more empirical, or scientific, basis. In most cases a combination of inspiration and science undoubtedly yields the best all-around name.

Scientific development of a name requires a number of steps. For example, in the search for a name for a lubricating oil. . . .

1. Needs, the product is expected to satisfy, were explored. Five hundred motorists and truck operators were interviewed as to:

- (a) their preferences among various brands of lubricants;
- (b) their reasons for these preferences;
- (c) their requirements for a lubricating oil;
- (d) their ideas of the qualities a lubricating oil should possess.

2. A study of existing names of lubricating oils was made with the same group to ascertain:

- (a) what names are known (have good attention and recall value);
- (b) what names are preferred and why;
- (c) what these names suggest to motorists and truck operators.

3. A list of names was compiled for testing purposes (This is where intuition and inspiration are important.) from:

- (a) contests among employees and the public;
- (b) company's advertising agency;
- (c) an analysis of existing names.

4. These names were checked by the company's legal, advertising, and marketing departments to:

- (a) eliminate those already in use or covered by copyrights;
- (b) eliminate those too similar to existing trade names;
- (c) eliminate those already in use with unrelated products or obviously inappropriate

SALES MANAGEMENT



Your test campaigns can be made and checked quickly, effectively and economically when you conduct them in WORCESTER—the "Crossroads of New England". By far the most representative of the region, Worcester's well-balanced population enjoys substantial, and stable industrial and agri-

Worcester Telegram-Gazette Circulation: Daily 155,552; Sunday 103,099.

cultural income—and the advantages of being a sizable distribution center.

Coverage of this compact market is easily and intensively accomplished by using the Worcester Telegram-Gazette. We welcome your request for full test market data on Worcester.

**the WORCESTER TELEGRAM-GAZETTE**

**WORCESTER, MASSACHUSETTS**  
George F. Booth, Publisher

MOLONEY, REGAN & SCHMITT, Inc.  
National Representatives

OWNERS OF RADIO STATION WTAG AND WTAG-FM



(too long, too difficult to spell, unsuitable connotations, etc.).

5. The remaining names were then tested with a new group of approximately the same size to determine:

- (a) extent to which they suggested or implied that the lubricant would satisfy the user's most pressing needs;
- (b) extent to which they could be easily spelled and remembered;
- (c) extent of their attention value;
- (d) extent to which the name suggested quality in the product;
- (e) extent to which associations clustering about the name were acceptable and would rouse a desire to purchase the brand.

Successive screenings reduced the nearly 200 names on the original list in this study to a maximum of ten. This was in no way an indication that many of the names eliminated did not meet the criteria. A number, such as "Koolmotor" and "Permalube," met the criteria, but were already in use. In view of this, the name ultimately recommended, "Superlube," was in the nature of a compromise.

Since discovery of the name for a product may be in part fortuitous, the application of scientific methods to its choice cannot guarantee a name with all of the desired attributes. Possibly a flash of brilliant intuition will be equally fruitful in many instances. The only problem in most cases is: Who is to have this brilliant flash of intuition? Furthermore, is it really as brilliant as it may seem? Will a name conceived in this manner accomplish all that is expected of it? No matter how apt and appealing a name may appear, it should be checked against the five criteria set forth here.

Most companies make an appreciable investment in every new product they launch. Frequently they fail to recognize the role played by the product's name. It is of course not the only factor to make or break a product's acceptance. But the increment it can contribute, while intangible, can be substantial. Regardless of the seeming appropriateness and appeal of a projected name, it should be carefully tested for its true efficacy, at least in terms of the five principal criteria of a successful name. "Duz" is almost certain to be more efficacious in selling the product than "Clabber Girl."

The End

presenting...

WEBSTER ELECTRIC

Ekotape

CINAUDIO  
RECORDER



...for automatically synchronized  
audio-visual presentations

FOR USE WITH ANY AUTOMATIC SLIDE OR FILMSTRIP PROJECTOR

With the sensational new EKOTAPE CINAUDIO Recorder, used with any automatic slide or filmstrip projector, you can quickly and easily make your own complete and fully automatic sight-and-sound presentation, up to an hour in length! No experience is needed—an amateur can obtain perfect results.

**How It Works** • EKOTAPE CINAUDIO is actually two recording/reproducing units in one compact case. One unit records... and plays back... the voice continuity for the slides. The other records an inaudible impulse on the tape at each point where a slide change is desired. On play-back, this inaudible impulse automatically selects the proper slide to correspond to the voice continuity. Result: An inexpensive, automatic audio-visual presentation which is free from signal noise—and which can be erased, edited, cut and spliced at will to meet special needs!

No other machine, device or system can compare with the EKOTAPE CINAUDIO for producing flexible, practical, economical sight-and-sound presentations.

Write for full details

#### FEATURES AND ADVANTAGES

1. No audible signal when slides are changed
2. Ekotape "runs the show," leaving operator free during presentation
3. Simplest recording and playback
4. Works with any automatic slide or filmstrip projector
5. Can be used as standard two-speed twin track tape recorder (without slide projector)
6. Fully self-contained and easily portable
7. Nothing to break, wear out or get out of order
8. Permits changing presentation.



WEBSTER ELECTRIC  
RACINE WISCONSIN

"Where Quality is a Responsibility and Fair Dealing an Obligation"  
WEBSTER ELECTRIC COMPANY, RACINE, WISCONSIN - EST. 1909



**NEW ZIP FOR ZEE:** Compare the old packages (right) with the new (left). The old were dated, lacked family identity, ignored display potentialities. Now the crown emblem, with "C" and "Z," ties the line together. Back panel of napkin package calls shopper's attention to waxed paper, toilet tissue, towels, carries a simple selling phrase. Color scheme for Zee line is sky blue and burgundy.



When you do a bang-up job of packaging . . .

## New Packages Generate New Sales Power For Crown Zellerbach Paper Products

A complete redesign job brings style, order, and greatly enhanced merchandisability to three C-Z lines of tissues, towels, napkins, bags. Results: More volume, wider distribution, improved presentation at point-of-purchase.

**BY ELSA GIDLOW**

Paper products (toilet tissue, napkins, towels, waxed paper, facial tissue) represent large volume items in today's retail food market, drug store, and variety store. But about 65% of these household paper product sales are the result of impulse. Display is a sales essential. People buy if they see. They pick up the package with the

strongest eye appeal.

Says L. W. Moore, manager, Consumer Products Division, Crown Zellerbach Corp., San Francisco, "In today's self-service retail operations there is no one recommending any product to the customer. The product must recommend itself."

With these and related conditions

bearing on the merchandising of household paper goods in mind, executives of this company took a look at their packages and found them wanting. Objective study showed the packages outdated, lacking in sales appeal, nondescript in design. The three main lines—Zee, Comfort, and Chiffon—bore no family resemblance to one another and were not clearly identified with the corporation. The items within the lines and the lines themselves did not help to sell one another. Display potentialities had been ignored.

C-Z called in Packaging Consultant Frank Gianninoto and went to work. All three lines were repackaged.

The Zee line includes toilet tissue, table napkins in two sizes, towels, waxed lunch roll, lunch bags, sand-



... you open new opportunities for display.

wich bags, and garbage bags.

The word "Zee," first letter of the corporation name, meant nothing to the average purchaser, evoked no firm name association. First step was to create a corporation emblem and make it a prominent part of the package design. This emblem is a crown above a large letter "C" in which a smaller letter "Z" in a contrasting color is enclosed. (See photographs.)

A "cross-sell" back panel was introduced on the table napkin packages to advertise companion items in the line—towels, toilet tissue, waxed paper. Panel features a reproduction of the other packages in their distinguishing colors. Two side panels are printed with the corporation emblem, brand name, product name and quantity for added sales pull in any-position display use.

Selling phrases are another new feature. On the two napkin packages: "Pretty Soft for You." On household paper goods: "Why wash and iron?" On the new Zee towel package: "Now! Sponge Fibres . . . Stronger, Wet or Dry." Each pack-

age thus serves as a salesman, giving the customer a reason to buy.

The Comfort line is a family package toilet tissue. Its colors are magenta, powder blue, and pink. Package design bears a clear family resemblance to its cousins and the corporation emblem identifies it with the firm.

The Chiffon line includes a fine grade of toilet tissue, boxed facial tissue, and paper table napkins, all of twin-ply facial-type tissue. Color scheme is deep plum red and turquoise blue. On the facial tissue box the selling phrase is "Twice as Nice . . . Baby Soft . . . Angel Pure," accompanied by twin drawings of the company's selling character, a little golden-haired girl, called by C-Z its "angel." The old Chiffon tissue box carried the phrase, "finest quality facial tissue." The new package says, "Luxury Facial Tissue."

A glance at the "before" and "after" photographs of the company's packages reveals obvious "after" improvements: (1) better design; (2) attention-arresting qualities; (3) har-

#### 653% INCREASE IN SALES:

This display, set up for two weeks in the Stonestown Market, San Francisco, lifted average weekly sales from 17 cases to 128 cases. It included an equal number of 4-roll family packs of Zee toilet tissue in white, green, pink and yellow. Customers picked up three times as much Zee in color as in white. Of the total sold: 27% each pink and yellow, 23% each green and white.

mony and family identity in the line; (4) resemblance to the other lines; (5) tie-up between all three and the corporation. Comparison of the lines shows individual identity, plus mutual "sell" relationship. (Line differences are more marked when they are viewed in color.)

Next, the company focussed attention on the shipping cases. These were redesigned to tie in with the individual packages they contain. The same striped effect, color combinations, emblem, signature calligraphy were used. Another improvement: a blank price circle on the border panel; when cases are cut and used for mass display grocers can pencil in retail price. (Of course, retailers are encouraged to display price signs on merchandise.)

Third, the company set about putting the maximum promotion behind their new packages. Sales of paper products, in the company's opinion, depend mainly on four factors: (1) outstanding quality; (2) attractive packaging; (3) intensive advertising; (4) merchandising at point-of-pur-



**TODAY'S DATE LINE:** The new packages for Crown Zellerbach's Chiffon products (left) contrast sharply with the old (right). New dress is keyed to need for high shelf and display visibility in self-service markets. Note marked increase in legibility of new packages.

**SISTER PRODUCTS** are pictured on the backs of the new Zee line packages . . . on napkins, reminder of Zee waxed paper, toilet tissue, paper towels.

chase, the company's field staff stimulating the retailers to maximum effort.

In January of this year the Crown Zellerbach Consumer Products Division launched one of its most ambitious advertising campaigns for household paper products, covering its sales territory of the 11 western states, as well as the trade, through magazines, outdoor posters and newspapers. The consumer advertising plays up the packages, as well as product quality and uses, to promote shopping-tour recognition: The con-

sumer must be prepared to react favorably to Crown Zellerbach packages in store displays.

Trade advertising and publicity to retailers stress certain basic facts known to the household paper products industry concerning sales of these items. To food store operators who constitute the company's largest outlet for the brands: "65% of all paper products sales are impulse purchases . . . that's why packages must stand out . . . must attract shoppers." In one advertisement to the grocery

trade a color spread pictures the new packages and the little golden-haired "angel" used in consumer advertising. Text says: "In the West, paper products bearing this emblem (the C-Z Crown) are reached for faster, more often, by more people, in more stores . . . than any other brand." Again playing up the emblem with a reaching hand, the message concludes: "It is your guide to faster turnover . . . bigger sales . . . more profit!"

To give the retailer additional help and back up the repackaged lines,

### About Crown Zellerbach Corp.

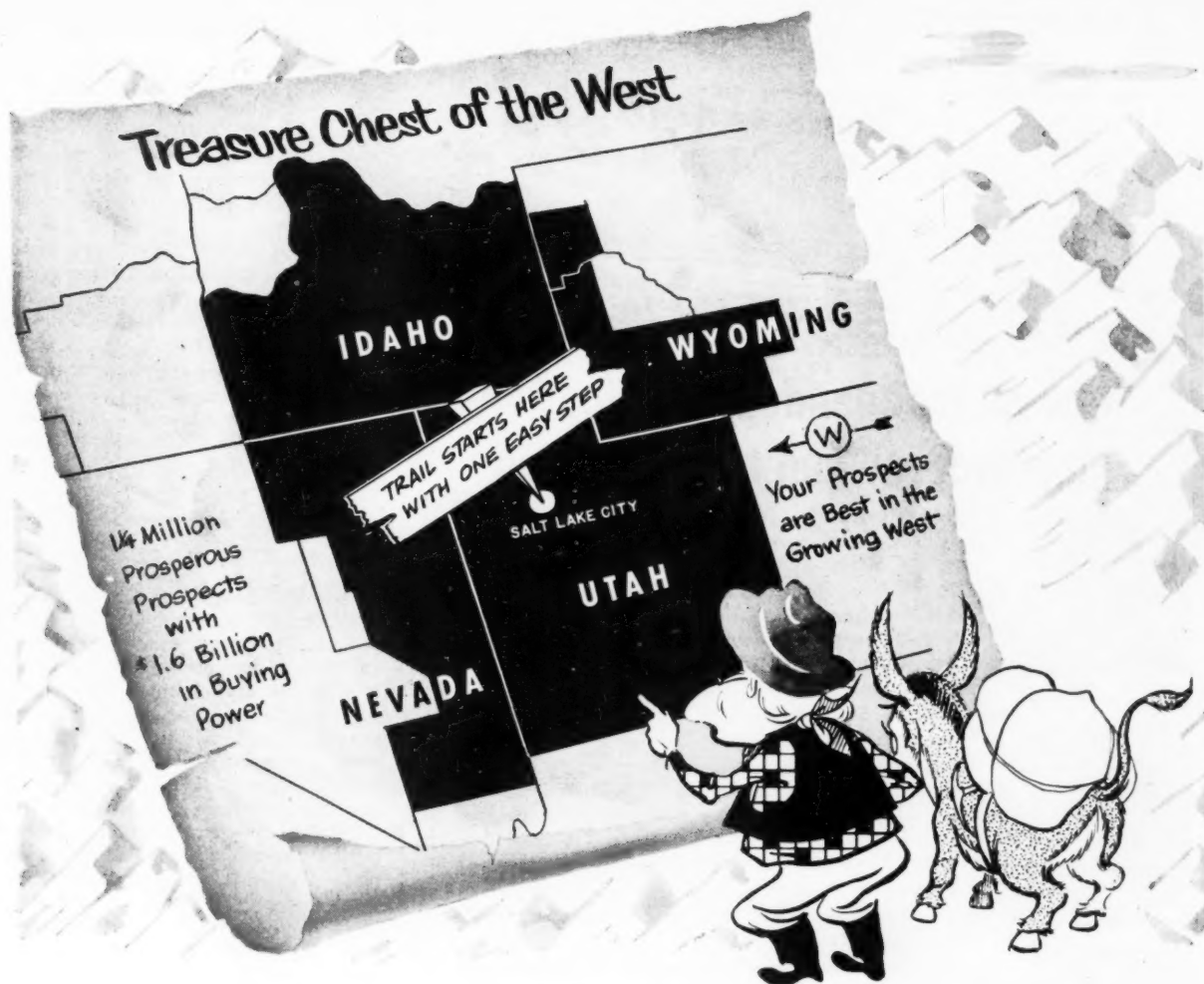
Roots of Crown Zellerbach were put down 84 years ago in San Francisco by Anthony Zellerbach. Operating as a one-man firm he bought paper made on the East Coast, sold and personally delivered it to merchants. Today Crown Zellerbach employs more than 17,000 people.

In 1916, it acquired its first manufacturing subsidiary. In the ensuing three decades, through growth, merger and acquisition, the corporation became a leader in the Far Western paper industry.

Sales for the firm's 1952-1953 fiscal year were about

\$252 million, putting C-Z second in the United States paper industry. Only larger competitor is International Paper Co. In the same fiscal year the C-Z giant produced 927,000 tons of paper. This is 3.8% of the total United States production by approximately 500 companies in 39 states.

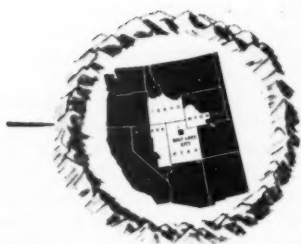
The C-Z operation, fully integrated, has vast timber reserves, manages its tree farms on a sustained yield basis, and includes pulp and paper mills and converting plants, research laboratories, loading railroads, electric power plants and an extensive sales organization.



## Salt Lake Intermountain Market

You can start on the trail of 1 1/4 million prosperous prospects in the treasure chest of the West by taking just one easy step: use the combined selling power of The Salt Lake Tribune and the Deseret News and Telegram! Open up this \$1,685,758,000\* treasure market locked-in by the Rockies and Sierras.

*\*1953 Sales Management "Survey of Buying Power"*



**The Salt Lake Tribune**  
(MORNING & SUNDAY)

**DESERET NEWS** AND  
**Salt Lake Telegram** (EVENING)



Represented Nationally by: MOLONEY, REGAN & SCHMITT, INC., Metropolitan Sunday Newspapers





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Vice-President

Effective with the July issue, TRANSPORTATION SUPPLY NEWS is an independent publication, no longer a subsidiary of the Traffic Service Corporation.

Its publishing company, Transportation Supply Publishing Corporation, is now an independent company, employee-owned and employee-operated. The general offices will remain at the same address, 22 W. Madison St., Chicago, but moved from the 4th to the 6th floor.

Emil G. Stanley, founder of the publication, remains as its president and treasurer.

W. S. Wade, who has been with the publication 6 years, is the new Executive Vice-President; N. C. Hudson, editor for the past 8 years and continuing in that capacity, is Vice-President and Secretary; and W. J. Mulder, 9 years with the publication, is Vice-President.

These four principals have spent an aggregate of 32 years on TSN—and a total of 67 years in publishing and advertising.

The New York office will continue to be managed by Manning Brown, who has been Eastern Manager for the past year.

A new Detroit office has been opened. Also, new offices have been established in San Francisco, Los Angeles, Tulsa and Atlanta.

The office clerical staff that has been working on the publication is retained by the new company.

To the readers of TSN, this move means an expansion and improvement in the service TSN has so capably rendered the past 9 years. With such expansion and improvement in service to the readers, this change will correspondingly mean a finer advertising opportunity to advertisers.

Write for Market and Media Data and copies of the publication.

FOUNDED 1945

# Transportation Supply News

General Offices

22 West Madison St., (6th Floor) Chicago 2, Ill. Phone FRanklin 2-7450

New York 22—139 East 57th St., Phone: PLaza 9-3848  
Detroit 2—509 Stephenson Bldg., Cass & West Grand Blvd., TRinity 5-4420  
Pasadena 1—W. R. McIntyre & Associates, 423 First Trust Bldg., RYan 1-6981  
San Francisco 5—W. R. McIntyre & Associates, 681 Market St., DOuglas 2-4475  
Cleveland—850 Euclid Avenue, Superior 1-6700  
Atlanta—Robert Carney, 933 Healy Bldg., WALnut 8900  
Tulsa—Jack F. Cozier, 2125 East 22nd Place, Phone: 4-5555

## Sales Up 18%, Net 23%

"Crown Zellerbach Corporation's paper production," reports *The Wall Street Journal*, "passed the million ton mark in the fiscal year ended April 30, 1954, net sales were up 18% over the previous year and earnings were up 23%."

On sales of \$297,959,000 the company earned \$26,828,000, equal to \$3.65 a share on the average number of common shares outstanding, compared with \$3.52 the previous year.

The gain in sales amounted to about 5% after excluding sales of the newly-acquired subsidiaries, Canadian Western Lumber Co., Ltd., and St. Helens Pulp & Paper Co.

Crown Zellerbach has produced one of the most thoroughgoing point-of-purchase programs ever undertaken for its consumer products. It includes a wide variety of materials: price tags (which are included in every shipping case), wire hangers, case signs for mass floor displays, stack posters, shelf markers, shelf talkers, window and floor display material.

Striking feature of the point-of-purchase program is the itinerant display. This is a 5-foot replica of the little "angel," mounted on a turntable. Designed to be raised off the floor, the revolving "angel" can be used as the focal point of a super-market-type mass display of the company's products. Illuminated in some cases, the display comes in several sizes and adaptations. It is lent to suitable outlets for a period of two weeks for special promotions.

The company also has 2,500 point-of-purchase display showings (through Pacific Indoor Advertising) to provide additional selling aid.

Crown Zellerbach salesmen given thorough briefing on the significance of the repackaging program are following through with personal sales presentations to dealers.

C-Z reports increased sales and continuing upward curve; greater volume and wider variety of distribution in a larger number of stores; easier access to stores; more willing retailer cooperation in setting up company-preferred displays.

Crown Zellerbach's package modernization was not inexpensive, running rather deeply into six figures. However, improved retailer and consumer acceptance and mounting volume of sales evidence a quick pay-off.

The End



**In Chicago, it takes 2—  
to bowl 'em over**

No single daily newspaper reaches even half your Chicago-area prospects. It takes Two. For greatest unduplicated coverage, one must be the...



**CHICAGO  
SUN-TIMES**

211 W. Wacker Drive, Chicago • 250 Park Avenue, N. Y.

READERSHIP CONCENTRATED WHERE MOST OF THE BUYING IS DONE

REPRESENTED BY: SAWYER-FERGUSON-WALKER CO., LOS ANGELES, SAN FRANCISCO, PHILADELPHIA, DETROIT, ATLANTA • HAL WINTER CO., MIAMI BEACH

AUGUST 15, 1954

111

Devoe & Reynolds is kicked out by Negley Paint

New York Life loses Jimmie Kelly to Southland Life

Folger Co. coffee is shunted aside by Duncan Coffee

## It Could Happen to You

Smart, agile, persuasive competitors whose names may not mean much to big, national marketers show their muscle in Lockhart, Tex. (population: 5,500). Long-established buyer-seller relationships are breaking up. What's the cause?

BY EUGENE WHITMORE

Since its establishment in the tag end of the late depression, the Stripling Blake Lumber Co., Lockhart, Tex., has sold Devoe & Reynolds Co., Inc., paints—that is until about the middle of May 1954 when a salesman for Negley & Co., paint and varnish makers, San Antonio, put in his line, and purchased all the remaining Devoe & Reynolds items from the stock.

This loss of one dealer in Lockhart is not sufficient to cause loss of sleep to George P. Gray, vice-president in charge of the Devoe and Wadsworth Howland Divisions. But it is typical of what is happening throughout the country, in many different lines of business.

About three years ago the Southland Life Insurance Co., Dallas, hired Jimmie Kelly away from New York Life Insurance Co. Mr. Kelly had never sold anything but New York Life. His father before him had sold for the same company. Kelly had not been a great success with New York Life. When he went to Southland's school, became fully indoctrinated, he began to chalk up one record after another.

In less than three years Southland set him up as a general agent in Albuquerque where he is doing well. It would be foolish even to intimate that anything is wrong with New York Life's selling methods; but the fact remains that in this case a regional company did a much better job of sales training on at least one man. The case is not unusual and in some markets regional insurance companies are enjoying rapid growth, possibly because they tailor their sales methods

and offerings to local community measure.

The Doney Desk and Manufacturing Co., located in Grapevine, Tex., a village halfway between Ft. Worth and Dallas, recently began to sell desks in carload quantities to the largest office furniture dealer in Texas, thus taking some of the business away from manufacturers north of the Ohio River.

There's nothing new in regional manufacturing; the skill, financial strength and selling ability of many regional manufacturers is new. They gathered strength and financial resources during World War II; the increase in freight rates has played into their hands and many are becoming stronger than anyone dreamed possible.

In many ways local or regional producers are stepping up their sales skill, merchandising ability; they are improving their products; and what's perhaps most important of all, they are out fighting for business.

Other types of competition are cropping out. Example: Lucien Lelong Division of Coty, Inc., famed perfumer and cosmetic manufacturer, is sending salesmen to more small towns than ever before. Once the firm's opening order for new accounts was more than \$400. According to a salesman who recently stopped in a country town of 5,000 (which he had driven through non-stop many times in the past), the company has reduced the amount of opening orders to \$285 to accommodate more small dealers.

The Lucien Lelong salesman picked up a \$285 order in Lockhart, Tex., late in May when he explained

to Peck Westmoreland, buyer for Westy's Pharmacy, that the exclusive dealership was his for an initial investment of \$285. Some other cosmetic line, long sold by the same drug store, may suffer as a result of this added competition.

Merchants, industrial buyers, wholesalers—in fact just about everybody—are buying with greater caution today. Some salesmen are not yet alert to this, and some sales managers apparently still expect every buyer to reach for his purchase order blank at the mere announcement, "We can ship promptly."

These salesmen and sales managers are experiencing sharp awakening—like that of a J. A. Folger & Co. coffee salesman during his recent call on a small-town store in Texas. Said he: "I am going to call on you regularly. I did not know you had such a big store or I would have been here before, but you never sold much Folger's and it didn't pay me to call."

J. H. Trigg, storeowner, calmly advised the salesman not to put himself out. "We have just bought about 200 cases of coffee from Duncan Coffee Co. in Houston and do not need you any more."

Long-established buyer-supplier relationships are breaking up these days because some suppliers cannot understand that their prices, terms, initial order requirements, freight rates and other requirements are out of line with today's conditions.

Smart sales managers are encouraging their salesmen to call on customers long neglected in the merchandise-shortage era. In other instances they are offering big buyers special merchandise to fit dealer demands for lower-price products or for promotional use.

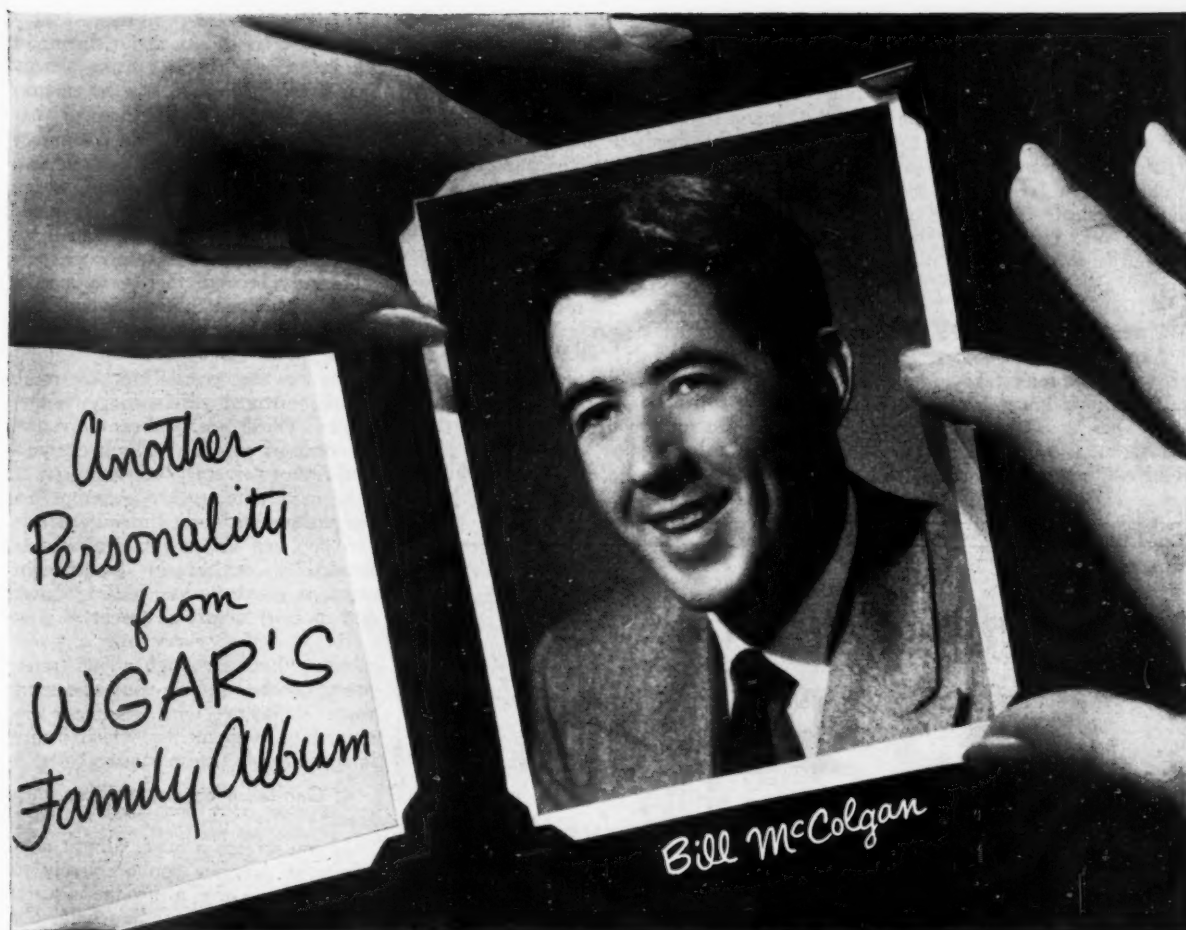
Perhaps the biggest problem many sales managers face today is reorientation of their thinking, and the thinking of their salesmen, to the unpleasant fact that it is once more a buyers' market—and the buyers are enjoying it hugely. They are saying, in effect, "Go ahead and sell me, big boy—but you better be good—three other salesmen have been here today with similar lines."

Here are five ideas which may be useful in tackling today's competition:

### 1. Restate claims in terms of today's market:

Stop repeating clichés about "quality reputation, consumer acceptance." If the customer thinks a cheaper line will give his sales a shot in the arm he'll buy it. Prove to dealers they can sell your line, in profitable volume, at your prices. This is not easy. A quick but thorough survey of dealers





## He scores with buyers in Northern Ohio

If you want buying *action*, you want McColgan!

Northern Ohio's ace sportscaster, Bill McColgan, knows the score. He knows what sports fans want to hear—and he knows how to move them to action. When he's "Speaking of Sports" nightly on his three fast-paced sports roundups, he produces the type of listener response that rings cash register bells.

One feature alone of Bill's program, his "Athlete of the Month" listener vote, draws over 5,000 cards and letters monthly! Response like this helps explain why WGAR is Northern Ohio's most-listened-to station.

Bill's voice is a familiar voice to millions. In addition to his sports roundups, which feature interviews with top sports personalities, Bill does the play-by-play announcing for the Cleveland Browns football network.

Give your sales a boost by letting Bill McColgan speak for *you* when he's "Speaking of Sports", 5:05 p.m., 6:10 p.m. and 11:10 p.m. Get the facts now from your nearest Christal representative.

# WGAR

THE STATION WITH  
**4½ MILLION FRIENDS  
IN NORTHERN OHIO**

CBS—Cleveland—50,000 Watts  
The Peoples Broadcasting Corp.  
Represented by The Henry I. Christal Co.  
In Canada by Radio Time Sales, Ltd., Toronto



currently showing a good profit from your product is helpful. Many dealers right now sincerely believe they must buy cheaper lines. You can talk quality till your plant is idle if you do not prove to them with current figures that your line is producing profits for similar dealers. What you did for dealers during and after World War II or during the Korean conflict is, in many cases, meaningless today. Base your sales proposal on mid-1954 conditions.

## 2. Present new facts to consumers:

Farm product prices, livestock prices are down; take-home pay in many lines is lower because overtime gravy has dried up. Thousands of industrial and business buyers have received "get tough" orders from top

management, with instructions to hold off buying for concessions.

Present your sales story in terms of 1954 receipts and incomes. Too many sellers do not seem to know it, time or immediate postwar conditions. Those conditions have changed, but many sellers do not seem to know it, or they shut their eyes to the change.

A recent drive to sell farm equipment made the grade solely on the claim: "Your prices are down; you have to cut costs, reduce labor expense to come out even." Get research facts to prove this claim, if it fits your line, and present current facts to back it up.

## 3. Do something about transportation costs:

Soft line dealers once seldom

thought about freight rates. Today they are worried sick about them. In hard lines freight is cutting deeply into profits. Here's how one manufacturer got a lift: He learned that trucks were moving from a number of his best dealer-towns to seaboard, empty. They were bringing back loads from seaport towns. He made a deal with these truckers to haul his products to dealers at low rates, possible only because they gave a two-way load, where the trucks had been making half the round-trip without loads.

Survey the possibilities of more widely scattered warehousing arrangements. Work out pool-car or route-car deals if possible. Check the possibilities of private [your own] truck line, or leased trucks. Attempt arrangements with allied manufacturers for pool-car shipments. Re-examine wholesaler outlets in high-freight areas, if you have been selling direct and making factory shipments.

Be sure that every one of your salesmen knows enough about transportation costs to help your customers route shipments with greater economy, buy in quantities which insure lowest possible transportation costs.

## 4. Capitalize on competitors' mistakes:

If you scratch a buyer almost anywhere in America you are likely to find him nursing a grudge against some of his suppliers; he's half sold on changing when your salesman comes in to make a presentation. Let's be realistic—it isn't the nicest thing in the world to take business away from competitors, but there are times when it must be done. And your competitors are shooting hard at your best prospects and customers.

Careful analysis of relations between your competitors and their customers may reveal big weaknesses, with the gates wide open for you to walk in and take the business. It's no secret that many customers received pretty rough treatment in the last 15 years. They had to grin and bear it, as long as merchandise was in short supply. But now they are feeling free, independent and in a mood to experiment. Check into the possibilities of a special drive for this type of business—the competitor's customer who thinks "it's time for a change."

## 5. Make it more convenient to buy:

Price cutting is a bad word in many companies, yet the truth is that the practice is already spreading. The first resort of the weak seller, it is seldom the full answer—yet if it is possible to make a price adjustment at this time it may be wise to do so.

# The World-Herald New 103 PLAN

Gives you Fully effective advertising  
to help sell this market of  
1½-million people.

## The Omaha World-Herald

O'Mara and Ormsbee National Representatives  
New York • Chicago • Detroit • San Francisco • Los Angeles

252,522 Daily

261,374 Sunday

Publisher's statement for six month period ending March 31, 1954

## YOUR BEST SALESMAN

for Siouland's

## BILLION DOLLAR MARKET AREA

### A BILLION DOLLAR MARKET\*

means UNLIMITED SALES POTENTIAL

for Any Product or Promotion

Gross Farm Income.....\$1,025,239,000  
Effective Buying Income...\$1,143,429,000  
Population .....814,800  
(Sales Management and S. R. D. S. Market Facts)  
for the 49 County Siouland Area

Contact Our National Representatives Now!

The Sioux City Journal  
JOURNAL-TRIBUNE

REP. NATIONALLY BY JANN & KELLEY, INC.



Of course labor costs are still high, taxes, raw materials, overhead still burdensome, but, if you have improved production methods, cut raw material costs, or made any savings, consider passing some of these savings along to customers. And, if you can do so, capitalize on the concession, make the most of it—present it not as a concession of necessity, but as a genuine attempt to improve your sellers' position.

Remove as many restrictions, extra charges, service charges, quantity requirements as your good judgment can justify. When business was booming some companies tacked on many annoying little extra charges. Check these carefully and wipe them out if feasible. If you still have hangover tie-in deals, packing charges, or other pin-prick annoyances to buyers, get rid of them if possible.

Speed up shipments—the day of long delays between receipt of orders and shipments should be past. If you

can improve this type of service, let your customers and prospects know about it. Many buyers hesitate to order now if delivery is to be long-delayed; they are afraid to commit themselves far ahead.

Check your back-order problem. If you are still shipping many orders with back-order slips attached, you are inviting customers to go elsewhere. Several wholesalers are making a big point of the fact that they have licked the back-order problem. Even at its worst, some back-order headaches were not the result of mer-

chandise shortages, but shortages in management skills, good inventory systems and records. Customers are in no mood to put up with many back-order notices today.

Design every step in your selling process with greater thought and consideration for the customer. Your competitors are doing it. Smart sellers everywhere are asking themselves, "What do our customers want?" The right answer to this question may be the answer to good figures when your 1954 annual report is compiled.

The End

### The Hard Sell

"How many of you have tried to buy an automobile within the past year? . . . I went in to look at one of the larger automobiles. On the floor there was a canoe. Just being curious I asked the dealer how much he wanted for the canoe and he responded by saying that if I bought the car that was standing on the floor he would knock \$600 off the price of the car and give me the canoe for nothing. I was taken aback. . . . I immediately asked him why he wanted to reduce the price of the car. Remember, he hadn't taken the time to show it to me. He said the automobile market was shot, that the Government had ruined it, that nobody had any money and that the car had been standing on the floor for more than six weeks and not a prospect had been developed. I was dumbfounded. . . ."—Gerry Hoppe, Sales Promotion Manager, Insulite Division, Minnesota and Ontario Paper Co., before the Lumber and Building Material Dealers Convention.



When the gas gauge hovers near the empty mark, more and more St. Paul motorists are pulling up for a "fill 'er up" at the pump with a crown on top! According to the 1954 St. Paul Consumer Analysis Survey, Standard Gasoline is again the number one favorite . . . for the fifth straight year. And more than mere coincidence is the fact that Standard prods its sales with potent advertising in the St. Paul Dispatch-Pioneer Press! Here's the consumer preference picture:

### GASOLINE PREFERENCE IN ST. PAUL

	1954	1953
STANDARD . . . . .	18.7%	14.9%
Brand B . . . . .	12.3	14.0
Brand C . . . . .	9.6	10.4

Want to know how YOU stand in the St. Paul "half" of the Twin Cities market? Get your answer from the 1954 Consumer Analysis Survey. (Interviews were conducted between Jan. 4, 1954, and Jan. 15, 1954.) It reveals brand preferences and buying habits of the 404,000 people who make the Dispatch-Pioneer Press their buying guide. Contact your Ridder-Johns representative or write Consumer Analysis, Dept. D

(Because of the unprecedented demand for this study, we must limit our distribution of these books to national advertisers and their agencies.)



**Representatives**  
**RIDDER-JOHNS, INC.**  
 New York—Chicago  
 Detroit  
 San Francisco  
 Los Angeles—St. Paul  
 Minneapolis

give practical, useful business GIFTS...

expressing sincere thoughtfulness

this CHRISTMAS

give the "cocktail hour"

by DAZEY

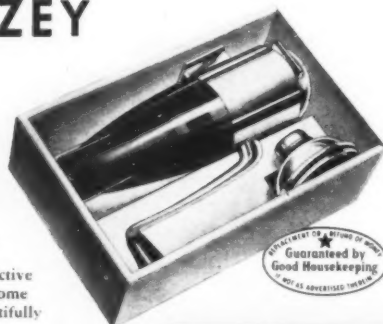


This is a multiple service gift—it features the Famous Dazey Triple Ice Crusher for conveniently and easily crushing ice coarse, medium or fine—it fits the universally used Dazey wall bracket—the transparent ice cup becomes an attractive shaker by using the shaker top. It's all chrome except for transparent ice cup and it's beautifully gift packaged ready for mailing.

write for

a sample unit for your inspection and be sure to request quantity prices for your specific requirements.

DAZEY CORPORATION • ST. LOUIS 7, MISSOURI



Be sure

it's a

DAZEY

## ADVERTISING ECONOMY in Buffalo

### FULL ROP COLOR

Available both daily and Sunday for greater impact in this powerful newspaper.

The *Morning Courier-Express* stretches your advertising dollar by giving you concentrated coverage of those families with the most money to spend in a metropolitan market of 344,800 households with an average spendable income of \$5,597. For mass coverage of the entire 8-county Western New York market, it's the *Sunday Courier-Express*... the State's largest newspaper outside of Manhattan. It reaches 81% of the families in ABC Buffalo... and 69% throughout the 8 counties.

**Buffalo**

**COURIER EXPRESS**

Western New York's Only Morning and Sunday Newspaper

REPRESENTATIVES:  
SCOLARO, MEEKER & SCOTT  
Pacific Coast: DOYLE & HAWLEY

## READERS' SERVICE CAN FURNISH THESE REPRINTS

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N.Y.

### REPRINTS

296—Four Rules for Designing A Workable Incentive Pay Plan, by J. O. Vance. (Price 10c)

295—How to Pay Fairly for Auto Costs, by R. E. Runzheimer. (Price 10c)

294—A Current Reading List for Sales Executives and Salesmen. (Price 75c)

293—10 Commandments of Selling, by John M. Wilson. (Price 5c)

292—Are You Really a Sales Executive? by Bernard Davis. (Price 5c)

291—"Management Market" Means Billions More Business, by Lawrence M. Hughes. (Price 25c)

290—Sales Executive's Job Grows Bigger... But He Isn't Paid Proportionately, by Lawrence M. Hughes. (Price 35c)

289—Muddled... Misused... Misunderstood... That's Sales Promotion! by William R. Kelly. (Price 25c)

288—Well, What IS Creative Selling? by Arthur A. Hood. (Price 10c)

287—"Good Old-Fashioned Selling"... What Is It? 16 top ranking sales executives draw upon experiences of hard-sellers to indicate how we must sell today. (Price 25c)

286—Instinctively, Are You A Good Leader? by J. H. McQuaig. (Price 5c)

285—Experts Pick Best Test Markets by Regions and Population Groups, by Philip Salisbury. (Price 35c)

284—Films You Can Rent or Buy For Meetings and Training Sessions, by B. Ecker. (Price 25c)

283—What a Purchasing Agent Expects from Salesmen and Their Bosses, by A. George W. Aljian. (Price 10c)

282—What Happens to Margin and Profit When You Cut Prices 5%, 10%, 20%? by T. G. MacGowan. (Price 10c)

281—Wanted: More Creative Selling for Products Sold to Industry (five articles), by Alan E. Turner. (Price 50c)

280—How to Put Warmth and Friendliness Into Your Letters (five articles), by Robert E. Smallwood. (Price 50c)

SALES MANAGEMENT

## MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available until present limited stocks are exhausted. (Price is indicated.)

CANADIAN EDITION—*Survey of Buying Power*, May 10, 1954. (Price \$1.00)

*The Survey of INDUSTRIAL Buying Power*, May 10, 1954. (Price 50c)

Beating the Clock with Masland: An A-to-Z Sales Setup in 11 Months, by A. R. Hahn. (Price 50c)

Why Does One Man Get the Order Where All Others Fail? by Daniel G. Donovan. (Price 5c)

Which Weaknesses Hurt Your Men Calling on Purchasing Agents? by John E. Bex. (Price 5c)

10 Big Benefits You Enjoy When You Put Your Policies in Writing, by F. C. Minaker and Jack C. Staehle. (Price 10c)

Ideas Which Have Paid Off for Me on 100,000 Dealer Sales Calls, by William C. Dorr. (Price 5c)

"\$100 Million" Advertiser Panel Reports Record Demand for P.O.P.—Eighth Annual Symposium of Point-of-Purchase Advertising Institute. (Price 50c)

800 Models and Many Markets: What Kind of a Sales Setup? by Kenneth E. Joy. (Price 15c)

Why is the "Buying Motive" So Seldom Used by Industrial Salesmen? by Waldo Carlton Wright. (Price 10c)

FANCY vs. FACT . . . don't be misled because the bad news gets bigger headlines than the good news. Specific Fancies and specific Facts as observed by Philip Salisbury. (Price 5c ea.; in lots of 100 or more 3c).

How Do You Know You Can't Sell Your Product by Phone? by Boyce Morgan. (Price 5c)

25 Traits of Successful Salesmen, by Dr. Ben Franklin Bills. (Price 5c)

Disappointment vs. Discouragement, by John M. Wilson. (Price 5c)

26 Traits of the Good Salesman. (Price 5c)

How to Find and Sell "The Man" When You Call on Blue-Chip Giants, by Eugene B. Mapel. (Price 10c)

Come Clean With Your Agency—And Get Better Advertising, by James C. Cumming. (Price 5c)

Centaur Finds a Short Cut for Handling Salesmen's Expenses, by R. E. Gray. (Price 10c)

AUGUST 15, 1954

# If You Are Planning A Sales Meeting . . .

You want all the help you can get to select just the right site . . . one that offers the best facilities and surroundings at rates you'd like to pay.

You can have all the help you need without charge, you know, by calling upon **Meeting-Site Service**.

This free service provides you with complete information on possible sites for:

- Sales Conferences
- Dealer Meetings
- Traveling Exhibits
- National Conventions

Anywhere in United States, Canada and Caribbean, facts on facilities and rates are yours for the asking. Simply tell **Meeting-Site Service** what facilities you need, for how many people, when, in what areas or cities. Complete facts—along with color brochures of hotels—will be sent to you without cost.

## MEETING-SITE SERVICE

A Free Service to *Sales Management* Subscribers

Operated by

# *Sales Meetings*

Part 2, Sales Management

1200 Land Title Bldg. • Philadelphia 10, Pa.





1. SMALL and splashy or . . .



2. BIG and splashy wine department displays. Contest sparked both.

## Want Salesmen to Get More Dealer Displays? Try a Contest

When wholesaler salesmen, as well as retailers, were included in the California wine industry's point-of-purchase contest, sales rose. Is this tested plan answer for you?



3. SMART restaurant displays.

### EDITOR'S NOTE

A worried subscriber wrote to Sales Management's editors: "Has anyone, to your knowledge, ever conducted a successful incentive campaign among wholesalers' salesmen, the object of which was to induce dealers to do a better merchandising job at point-of-purchase?"

SM sent its field editors scouting . . . and came up with this case history of just such a campaign conducted last fall by the Wine Advisory Board. The ideas in it are widely adaptable.

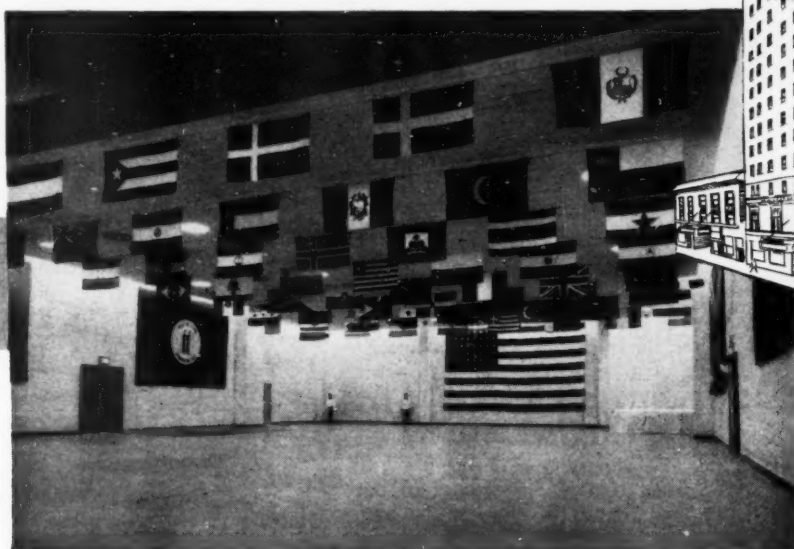
The wine industry is getting more and better promotional activity from its retailers in the food, package store, hotel and restaurant fields than ever before.

The reason: an incentive program for wholesale wine salesmen, tying in with a similar program for retail customers, which the California wine industry sponsored during its annual Wine Week.

The incentive program, applicable to many businesses with a retail problem, was unusual in that the wholesale field men competed with one another, not for increased sales, but to get improved promotional cooperation from their retail accounts. Object, of course, was to stimulate more active movement of wine out of retail outlets. The task of the wholesale salesman was to enlist retailers in a contest for more and better wine displays, advertising, and general promotion. So enthusiastic was the response of the men that Ernest Gallo, Wine Week Contest chairman, could say: "Never before have we seen so many outstandingly good promotions."

Wine Week, which last year ran October 10-17, is the occasion for intensified promotion at the point-of-purchase. In previous years, to stimu-

*The*  
**KENTUCKY HOTEL**  
*has 20,000 SQUARE FEET*  
*of exhibition space*  
*on **ONE** FLOOR!*



**KENTUCKY HOTEL  
 FLAG ROOM**

7800 square feet  
 will accommodate  
 1500 for meetings,  
 1100 for food service.

**THE KENTUCKY HOTEL** in Louisville has just completed two tremendous additions which make it one of the nation's *great* convention hotels.

For example — the second floor alone has over 20,000 square feet of space which can be used for exhibitions, or which can seat 2500 people (1800 for food service)! Or this space can be used for simultaneous exhibitions, meetings, luncheons, registration offices, etc.

In addition, the lobby floor's Mirror Room can

seat 350 for food service — with another 500 in the Terrace Room on the fourth floor!

The entire convention facilities are air-conditioned — lobby to roof — as well as many bedrooms.

**If your convention requires even more facilities than these, remember that the Kentucky's sister organization, the famous Brown Hotel, is owned and operated by the same management.**

Get all the facts — in detail — by writing now for the booklet shown below.

**THESE BLUEPRINTS  
 AND PICTURES  
 ARE "WORTH A  
 THOUSAND WORDS!"**



The Kentucky Hotel  
 Louisville, Kentucky  
 Without obligation, please send me a copy of the Fact-book as advertised in Sales Management for August 15.

Name

Organization

Address

City  State

late retail wine activity, the Wine Advisory Board has held contests for retailers in various categories. Results have been good; but not good enough. So the industry made an experiment. It provided an incentive to wholesale wine salesmen to help stimulate the food, package store, hotel, restaurant, tavern and club outlets.

Edmund Rossi, Wine Advisory Board manager, found that as a result 465% more retailers across the nation submitted final entries. More than 50% of those registered submitted final entries; the year before, fewer than 15% who had registered completed final entries. Rossi calls this impressive, ascribes it "largely to the interest and enthusiasm of wholesale salesmen and their effective follow-through with customers."

It is more impressive when we consider the obstacles the wine men have to overcome. At every turn wine has to compete with the lavishly supported promotional efforts of other beverages.

Wine generally is distributed through what are called mixed wholesale houses—those that handle wines and liquor. The liquor people pay professional display and merchandising men to set up retail displays. The wine men do not have the funds to do a thorough job in every store in every city where wine is sold. On behalf of other types of beverage accounts, the salesman has only to take out a pad and book a display for the retailer. Now well used to such service, it is difficult to persuade the retail operator himself to do a display and general promotional job for the wines he stocks.

### 80% Income from Liquor

You may ask: Isn't it a part of the wholesale salesman's job to help the retailer move wine off his shelves? Perhaps it is. But he is busy selling, getting his orders, hurrying on to the next customer. He has little time for working with accounts to help move the goods he has sold. The task of the wine industry, of the individual winery, is to stimulate these wholesale salesmen—80% of whose earnings, in the case of mixed wholesale houses, come out of liquor—to help their retail accounts do a better promotional job on wine.

To provide incentive the Wine Advisory Board devised a contest in which wholesale salesmen competed to get the largest number of, and the most effective, displays of wine in general, and of their specific brands, in retail outlets. The three big prizes

were 10-day trips for two to Hawaii. The contest was tied up with the annual Wine Week promotion because that is the time of year when demand for wine is naturally greatest (prior to the Thanksgiving through Christmas and New Year holidays) and when it is easiest to get everyone concerned thinking about wine. Here's how it worked.

The contest had three phases. One phase took in wholesale salesmen who sell wine alone. One was for "mixed-lines" wholesale salesmen (those who work with liquor and wine). The third was for retailers and restaurateurs. Vacations in Hawaii awaited two successful wholesale salesmen and one retailer; there were in addition 63 other prizes worth up to \$150, with a total merchandise value of \$12,750.

### Detail of Contest Plans

The contest setup was simple. Three official entry forms were provided: one for the two categories of salesmen; one for stores; the third for restaurants, hotels, taverns and clubs. Each was identified by a color for quick sorting and judging. To enter, the contestant tore off a detachable strip which he filled in with pertinent information classifying and identifying himself and his activities, and his place in the contest. He retained the remainder of the form to be filled in with the record of his achievement at the close of the contest period. The back page of the two-page form gave the contest rules and information.

The salesmen's task was to induce retailers to promote California wines during Wine Week through displays, advertising, suggestions to customers, or by special activities (where legally permitted). Displays obtained by the salesman, whether in stores, restaurants, hotels, clubs or taverns, specifically tying in with Wine Week, had a scoring value in the contest of 75%. Other "special activity" had a scoring value of 25%. This special activity could include any appropriate Wine Week promotion arranged by the salesman, such as: wine tastings, wine talks before groups, gifts of wine to public officials; advertising of the salesman's brand by stores or restaurants; showings of the wine industry's waiters' wine training film, "Daily Double;" enrollment of retail groups in the Wine Advisory Board's free Wine Study Course; the salesman's own enrollment in and completion of the course, and similar activities.

The salesman had to get from each participating account a photograph of each display he wished to have considered, or samples of dining table materials used, in the case of restaurateurs. He had to win the retailer's full participation in the retailer's contest if the outlet's activity was to be counted as a part of the salesmen's own promotion. This meant that the retailer had to fill out and mail in his own contest entry form, with supporting material and photographs. Follow-through by the salesman was thus required to make sure that retailers who registered did their part.

Salesmen were judged on the originality, interest and sales effectiveness of their promotions. The judges were the merchandising authorities of the Point-of-Purchase Advertising Institute.

Retail contestants were judged on the same basis—originality, interest and sales effectiveness of their promotions. With them, displays had a scoring value of 50%; advertising, 25%; and special activity (covering the same ground listed under this activity above) 25%. Shelf displays could be counted only if there was prominent point-of-purchase advertising, tying in with National Wine Week. Advertising could be in any recognized media—newspapers, radio or television, direct mail, etc.

### How Contest Scored

Restaurateurs were judged on displays, with a scoring value of 75%; on special activity, scoring 25%. Displays here could feature a bottle of California wine, with a card showing the price to diners, on each dining table during Wine Week; the display of table tents, miniature wine lists (or wine box printed on menus) featuring California wine and showing price, during Wine Week.

Special activity for this type of contestant included such promotional features of California wines as: providing a glass with meals; mention in radio or newspaper advertising; suggestions of wine to diners (guaranteed by a prize or bonus given by the restaurateur to the waiters or waitresses); a staff showing of the industry's wine training film; staff enrollment in the free Wine Study Course; the owner's own enrollment, etc.

To help wholesale salesmen stimulate the type of promotional programs described among their accounts, they were supplied with a complete kit of National Wine Week point-of-purchase materials put out by the Wine Advisory Board; proofs of cartoon advertising mats which retailers could

# SELL DETROIT

*through the paper that's FIRST with readers and advertisers . . . THE DETROIT NEWS!*

**451,237** Weekdays  
**561,830** Sundays

A. B. C. FOR THE 6-MONTHS ENDING 3-31-54

There are 3 newspapers in Detroit, but only one—THE NEWS  
—has all 3 requisites for economical advertising results:

- 1 Largest TOTAL Circulation!**
- 2 Largest TRADING AREA Circulation!**
- 3 Largest HOME DELIVERED Circulation!**

The Detroit News funnels 97% of its week day, and 89% of its Sunday circulation into the 6-county trading area that accounts for nearly 5 billion dollars retail business annually—55% of Michigan's total volume.

In this area, where family income and buying power are highest in the nation, THE NEWS sells 62,924 more copies weekdays, and 120,392 more Sundays, than the second newspaper. It sells 91,087 more copies weekdays, and 173,528 more Sundays, than the third. And DETROIT NEWS' advertisers get the PLUS of FAMILY readership, through the largest ABC-recognized-home-delivered circulation of any newspaper in the nation!

That is why THE NEWS, in 1953, carried practically as much advertising linage as both other Detroit newspapers combined!

DMB . . . Detroit Means Business. And, in Detroit, Business Means THE NEWS!

## The Detroit News

THE HOME NEWSPAPER

Eastern Office: 110 E. 42nd St., New York 17 • Miami Beach, Florida: The Leonard Co., 311 Lincoln Road  
Chicago Office: 435 N. Michigan Ave., Tribune Tower, Chicago, Ill. • Pacific Coast: 785 Market Street, San Francisco, Calif.



order; and a "Wine Selector." This last, for store giveaway, presents simply and pictorially, with a minimum of text, educational material which helps anyone to choose the right wine for the occasion. It also includes a wine cooking chart showing which wines are used with various soups, sauces, meats, fish, poultry and game, and dessert recipes, with the recommended amounts of wine.

Supplementing these industry promotional tools salesmen drew upon the point-of-purchase material furnished by the wineries whose brands they were selling. They had a dual

task and opportunity. First, they had to get the retailer to put in at least one Wine Week display with attendant promotion. Next, they could urge the featuring of their own brands. This provided the opening for a salesman who did not have a given account as outlet for his brand to pitch in and sell it.

Wine Week Committee Chairman Gallo reports that the response "exceeded normal expectations by at least 50%." Throughout the country 1,293 wholesale wine salesmen registered. A smaller number followed through to the finals with completed entries,

but all are credited with having done good work. Retail registrants numbered about 2,500. This compares with 1,800 retail registrants in a similar contest (not participated in by wholesale salesmen) held the previous year. Of that year's 1,800 registrants only 264 retailers submitted completed entries.

With wholesale salesmen encouraging and aiding registrants last year, more than half submitted final entries with proofs of full-scale promotions throughout the contest period. Because of a variety of restrictions or prohibitions on the sale or promotion of wine in certain states, the program could be carried out in only 33 of the 48 states.

Analysis of the returns on promotions obtained, says Rossi, shows that not only were greater amounts of promotional activity stimulated, but that the quality was unusually high.

An examination of the achievements of the two wholesale salesmen who were the grand prize winners in their division of the contest indicates what this type of program, concentrating on promotional aid to retail outlets, can accomplish.

#### Sold 213 Displays

Harry Bleiweiss, San Francisco, salesman for Gallo Sales Co., won the national grand prize in the division for wholesale wine salesmen only.

A total of 213 displays were installed in the 174 retail store wine accounts Bleiweiss services. In addition to the floor, shelf, overhanging and window displays installed, this salesman encouraged retailers to advertise Wine Week along with their California wines, and to enroll in the Wine Study Course. After getting a retailer to register in the contest he worked with him to make sure he would follow through to the finals.

Up to the time of the program, most of the stores in this salesman's territory permitted no floor displays of wines. Through Bleiweiss' efforts these retailers allotted window and floor space for Wine Week displays, advertised their California wines, and took greater interest in their wine departments.

Of Bleiweiss' accounts, 87 entered the contest, 50 took wine study courses. He introduced and won promotion for a new mixed wine drink, consisting of California White Port and lemon juice. His accounts reported heavy sales gains during Wine Week, ranging to as high as 150% over the preceding week.



**CHAINS CITE GOLD COAST AS SOLID, BILLION DOLLAR MARKET WITH VAST GROWTH POTENTIAL**

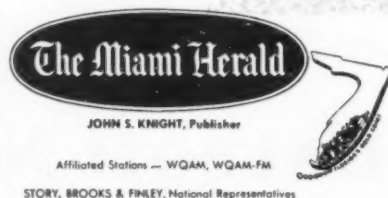


★ Jordan Marsh will soon erect a 5 million dollar store on Biscayne Blvd. Chose Miami because of "its phenomenally rapid and thoroughly sound growth."

★ Sears Roebuck is completing a huge new store that's the hub of a 10 million dollar shopping center in the fast-growing southwest section.

★ J. C. Penney will soon open a large store in northeast Miami's new \$8,000,000 Biscayne Shopping Plaza.

What a vote of confidence in year 'round Miami — 23 millions in new shopping facilities! And what convincing proof that year 'round promotion will pay off for you. Especially when you can use the blanket coverage of The Miami Herald to sell the entire, booming Gold Coast at one low cost! See your SB&F man, today.



**The Miami Herald ALONE delivers the Greater Miami Market.**

### How, When to Praise A Man's Accomplishments

If praise is overdone, or if it is bestowed too generously for low accomplishment, its value as an interest factor is destroyed. It is also important to note that the praise should be for the job done, not for the man personally.

—Handbook of Sales Training  
Prentice-Hall, Inc., 1954

Winner of the 10-day trip in the "mixed-line" classification was Joseph Samperi, Houston, Tex., salesman for Quality Beverage Co. His accounts number 82 retail stores and 50 restaurants, hotels, taverns and clubs. An example of the type of activity he stimulated: One of his retail store accounts installed nine Wine Week displays, placed Wine Week advertising in newspapers, suggested wine to customers, distributed wine literature, and enrolled employees in the Wine Study Course. Sales personnel wore identification badges with the announcement, "It's National Wine Week!" and telephone calls were answered: "Good Morning . . . it's National Wine Week."

Retail store accounts of this winner reported wine sales increased up to 80 and 100% over the preceding week. Restaurant accounts participating in the program, given similar encouragement, also reported excellent sales. The restaurateurs placed bottles of California wine on tables, used table tents and similar devices to call attention to wine; and some offered wine with meals at no extra cost.

Wine men who sponsored the contest were pleased with the frequency with which retailers accompanied their entries with this type of comment: "Whether we win a prize or not, the additional wine sales and customer good will that our promotion produced were well worth any effort we put out." That spirit was the real objective of the program, for it has given evidence to salesmen and retailers that there are extra sales and profits in wine if some additional effort is put forth.

The wine industry, Rossi observes, has convinced itself with this incentive experiment of "the important role of the wholesale salesman as the vital link between the producer of a product and the retailer who is responsible for moving it out to the consumer."

The End

AUGUST 15, 1954

## If you need sales, you need Cappel, MacDonald

■ More sales at less cost—that's the record of C-M-planned sales incentive campaigns!

Three common sayings explain the uncommon results: Time is money . . . good executives delegate work . . . experience gets results.

Sales managers from coast to coast have proved that incentives produce sales . . . that properly-selected prizes will motivate men as no amount of prodding and pushing can. And C-M gives you all the benefits of a professionally-planned campaign—without the work of planning, negotiating, handling detail, developing promotion ideas.

You save days of valuable time. Your executives are free to set policy, inspire meetings, attend to regular duties. Thirty-two years' experience with thousands of incentive plans assures the success of your campaign. Yet, you pay only competitive prices for prizes and printing, get service and creative work free.

Executives who have compared the cost of C-M-produced sales have remained C-M customers for decades. Before you start your next sales drive, why not get the dollars-and-cents facts from your nearby C-M man?



**A COMPREHENSIVE PLAN** is developed to increase your sales, improve dealer or distributor support, add new accounts, gain momentum for new or lagging products. The C-M proposal covers timing, budgets, prizes, promotion, methods of assuring maximum participation.

**C-M SERVICE COSTS NOTHING.** Experts create mailings and sales meeting material, arrange for travel on a preferred-guest basis, buy and ship merchandise, handle all detail. C-M bills you for travel at carrier-resort rates, for merchandise at wholesale prices, for printing at cost.

**MERCHANDISE AND TRAVEL PRIZES** are all pre-tested for their appeal to salesmen and their families. Winners can go to Paris or Bermuda, meet at a famous resort, enjoy a sea or air cruise. They can select luxury merchandise from 1500 nationally-advertised products in the famous C-M catalog.

For free literature, phone or write to *The Originators of Merchandise Incentive Plans*, CAPPEL, MACDONALD & Co., DEPT. C-98, DAYTON 1, OHIO.

## CAPPEL, MACDONALD AND Co.

Dayton, Ohio  Offices in principal cities and Canada

MERCHANDISE INCENTIVES • PREMIUMS • TRAVEL INCENTIVES



## Fishing for fun in August?

**Field & Stream**  
suggests:

In general, and especially for trout, go for cool water, fish at night or in the shade.

To catch small mouths during the dog days, drift a live cray-fish through the grass beds.

For big mouths work the shady banks with a deep-running lure in ten to fifteen feet of water.

For northern pike try a small wobbling spoon worked smash at the lake bottom.

Pan-fish can always be found lurking in the deeper places over submerged weed beds.

There's only one sure-fire way of catching lake trout in hot weather, and that's wire-lining at extreme depths.\*

### Fishing for NEW BUSINESS this Fall and in '55? . . . IEN suggests:

Industrial Equipment News provides a network of new markets . . . the 64,000 product selecting officials in the 40,000 most active establishments in 452 industries . . . constantly looking for new and better products on the pages of IEN.

As you know, the fish and not the fisherman decides what bait will attract. IEN readers like product news and information above all. By publishing the latest news and the most information IEN is preferred by the "mostest of the bestest".

\*

**Industrial  
Equipment  
News**



Details?

Send for complete DATA FILE

FOUNDED 1933

**BPA**

461 Eighth Avenue, New York 1, N. Y.

**NBP**

... Affiliated with Thomas Register

## EXECUTIVE SHIFTS IN THE SALES WORLD

### Aeroil Products Co., Inc. . . .

Joseph Halperin, general manager, to v-p.

### American Motors Corp. . . .

H. A. Willis to national advertising manager; W. E. Saylor to manager, sales promotion department; F. J. Worden to new post of manager of product planning—all appointments for the Kelvinator Division.

### Anesite Co. . . .

Edward K. Kalla to sales manager.

### Avco Manufacturing Corp. . . .

A. E. Cascino to director of marketing, Crosley and Bendix Home Appliances Division.

### Ben-Hur Mfg. Co. . . .

E. F. Jackson to sales manager.

### Dan River Mills Inc. . . .

A. W. Barber to general advertising and sales promotion manager.

### Fairchild Camera and Instrument Corp. . . .

Judson A. V. Hyatt to director, commercial sales.

### Florence Stove Co. . . .

Joseph J. Ptacin to advertising manager.

### General Aniline & Film Corp. . . .

Dr. Frederick M. Meigs to general manager, foreign operations.

### General Electric Co. . . .

Fred J. Borch to v-p of marketing and manager of the company's Marketing Services Division.

### General Mills, Inc. . . .

William Howlett to general manager, O-Cel-O Division; formerly president and a director of Nesco, Inc.

### Great Lakes Carbon Corp. . . .

Robert B. Wittenberg to a v-p and general manager, Electrode Division.

### L. J. Houze Glass Co. . . .

E. V. Ogg, executive v-p and general manager, to president.

### International Minerals & Chemical Corp. . . .

Thomas W. Leary, Jr., to national retail sales manager for Ac'cent, Amino Products Division.

### Landers, Frary & Clark . . .

James D. Grant to supervisor of promotion and sales training, Electric Housewares Division.

### Minnesota and Ontario Paper Co. . . .

Paul A. Mahony to v-p in charge of sales.

### New York Wire Cloth Co. . . .

J. Slater McHugh to head New Business Development Department.

### Omaha World-Herald . . .

Lyle A. Johnson to business manager.

### Pillsbury Mills, Inc. . . .

Robert J. Keith, v-p and director, to administrator, Food Divisions.

### Porter-Cable Machine Co. . . .

Richard H. Schellschmidt to national field sales manager.

### Ray-O-Vac Co. . . .

J. C. Ryan to executive v-p; E. B. Ott to senior v-p; Vern G. Zeller to v-p, International Division.

### Seabrook Farms Co. . . .

Mahlon G. Remington to advertising and sales promotion manager.

### Telex, Inc. . . .

Clark C. Briggs to sales manager, Hearing Aid Division.

### The Thyer Manufacturing Corp. . . .

Harry G. Leggett to v-p.

### Tide Water Associated Oil Co. . . .

P. E. Allan to administrative v-p for marketing.

### United States Air Conditioning Corp. . . .

David E. Feinberg to president, from v-p.

### Verney Corporation . . .

Arthur V. Boyce to v-p in charge of sales and merchandising.

### Westinghouse Electric Corp. . . .

W. M. Byrne to merchandising manager, electric housewares.

### Zenith Radio Corp. . . .

Leon Strauss, Jr., to merchandise manager, Zenith hearing aids.

SALES MANAGEMENT

## Distribution Costs

(Continued from page 37)

active economy during this period, the sales volume increased to the point where net profit expressed in dollars was considerably greater in 1951 than in 1941, despite the marked reduction in net profits as a percentage of net sales.

No one in the packaged food industry regards as sound or equitable the 1951 gross margin and net profit percentages of sales. The shrunken net profit percentages, while they provide large dollar funds for the safe maintenance of dividends and for some reinvestment in business, are not sufficient for adequate recognition of the legitimate interest of the stockholder, or for desirable provision for all the increasing capital requirements of an expanding industry.

Most of the industry believes that there should be, if not a return to the gross margin and net profit percentages of 1941, at least a partial return to those figures. Competition in the industry continues strong and aggressive, however, and the impact of high taxes on corporate profits is still being felt. Accordingly, net profit percentages of sales are not likely soon to show important improvement.

The causes that have brought about the current low gross margin and net profit percentages of sales are indica-

tive today of the general situation in the producing end of the packaged food industry. These margin percentages are so small that they approach a practical minimum. It cannot, therefore, be charged that in the packaged food industry the manufacturer's selling prices include marketing and other expenses and profits which represent an undue charge to the consumer.

Thus far we have considered only what packaged food manufacturers have done to reduce the cost of marketing. This, however, is not the complete story. From the consumer's standpoint, as far as manufactured goods are concerned, the total cost of marketing may be roughly regarded as the entire spread between the cost of manufacture and the price the consumer pays. In this spread not only the gross margin of the manufacturer is included but all expenses and profits of dealers, wholesale and retail, who stand between the manufacturer and the consumer.

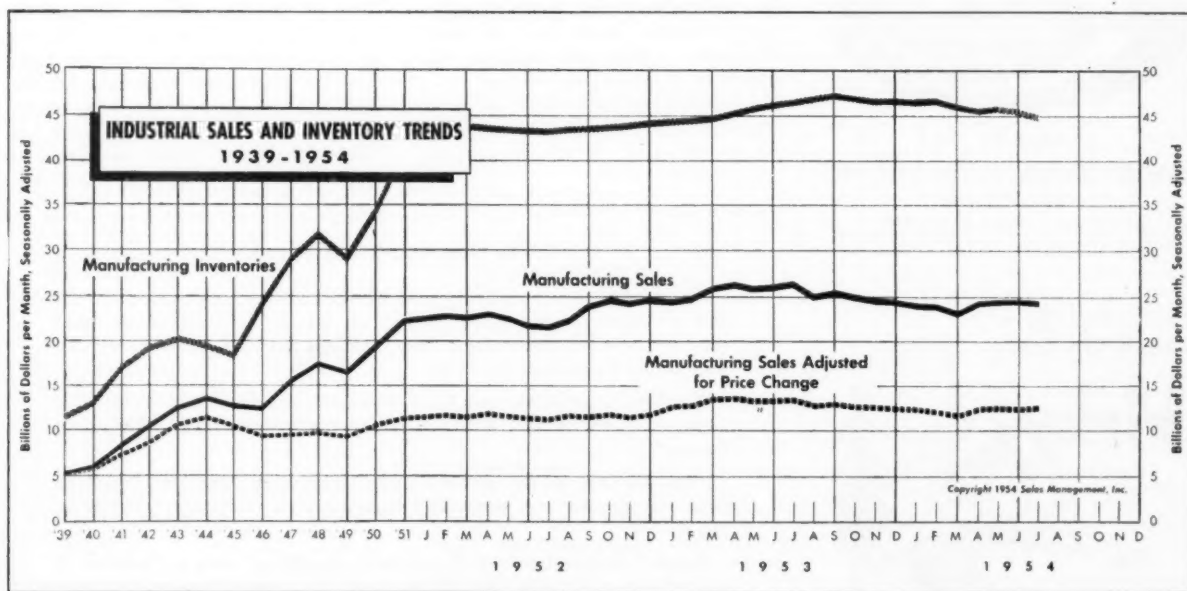
There is no system of marketing channels used by all manufacturers of packaged food products. Product differences, and other considerations, dictate varying procedures in the distribution of merchandise. It can be said, however, that most manufacturers of packaged food products sell their products in two ways: (1) They use wholesale grocers as a sta-

tion in the channel of distribution between themselves and independent retail grocers; (2) they get their products on the shelves of chain stores by selling direct to the headquarters of chain store organizations that perform both a wholesale and a retail function.

For many kinds of packaged food products, the intervention of the wholesaler between the manufacturer and the retailer represents an economy to consumers, rather than an avoidable addition to prices. Direct selling by the manufacturer, either to the retailer or to the consumer, for many products represents an added expense over the cost of using the facilities of wholesalers.

Because of the general part played by wholesalers and retailers in the marketing of packaged food products, their gross margins must be considered in arriving at a total picture of the marketing costs of such products. I doubt that accurate figures for the wholesale and retail trade are available. The figures I shall cite, however, are generally applicable, and indicate that in the past 20 or 25 years the wholesale and retail food trade has experienced reductions of marketing costs comparable to those of the manufacturing end of the industry.

Twenty-five years ago it was common for the wholesale grocer to set



Industrial shipments in July sagged somewhat as auto and steel output fell markedly below the levels of June, reflecting more than the traditional vacation shutdowns.

Tooling up for the new 1955 models will probably depress auto and steel shipments for the remainder of the third quarter, with the expectation of a resurgence in the final quarter.





## FULL COLOR POSTCARDS for less than 1¢ apiece!

★ Made direct from your transparency, Crocker's full four-color postcards with their exclusive Mirro-Krome finish are ideal for direct mail, dealer promotions and many other uses. Write today for free samples and price list.

Department S-B

**H. S. CROCKER CO., INC.**  
SAN BRUNO • CALIFORNIA

# TWICE

as big as the  
last show!



JANUARY 7-11

MADISON SQUARE GARDEN • NEW YORK

WRITE OR WIRE  
Nat'l Retail Industry Show Hdqrs.  
20 East 55th Street, New York 22, N. Y.

watch for



in  
the

Sept. 10, Gift Issue

prices on the packaged food products he sold, which provided him with a gross profit of at least 10% of his realization. In other words, out of each sales dollar that he took in he paid 90¢ to the suppliers of the merchandise he handled, and retained 10¢ to pay for his costs of doing business and to provide his net profit. Today, in the wholesale handling of packaged food products in general, the average gross profit is appreciably lower than 10% of selling prices. Indeed, wholesale gross margins are as low as 5%.

This change has come about partly to meet the challenge of new and aggressive competition in the field of food distribution, and partly through the enlightened self-interest of wholesale grocers who have sought in every possible way to reduce costs of operation. While the consumer is aware of the changes in retailing which have brought about the dominance of self-service stores, he may not be equally aware of a similar change in the wholesale grocery industry, where the development of the cash-and-carry wholesaler has brought about economies of operation comparable to those of the retail self-service store.

Twenty-five years ago, when the wholesale grocer was extracting from his sales dollar a 10% gross margin to pay his expenses and to realize a profit, it was conventional for the old-style retail grocer (who provided selling, credit and delivery service), to require 25% of his sales dollar to pay his expenses and to leave a profit. In the case of the retail grocer, too, the situation has changed so greatly that today a large part of all packaged food products passes through retail channels at a total expense to the consumer of not more than 15%.

In reviewing the entire packaged food industry and what has happened during the past 20 to 25 years it

would be interesting if there were available exact figures for all manufacturers, wholesalers, and retailers, permitting a statistical basis for a generalization about what has happened to the total cost of marketing. Such figures are not available. Nevertheless, I believe that from the figures we can safely generalize that:

In 25 years or less, in large areas of the packaged food industry, the percentage of the consumer's dollar spent for all costs of marketing—all expenses and profits, in other words, between the cost to manufacture the goods and the consumer's purchase price—has been cut at least in half. This is a record of which the industry may be proud.

Other industries have made substantial progress along the lines of reducing marketing costs, although it is probable that few others lend themselves to reductions comparable in degree to what has been accomplished in the packaged food industry. Certain conditions in that industry both required and made possible radical changes in traditional pricing and marketing methods. The fact that the industry dealt in cost-of-living merchandise necessitated some of the changes; and qualities inherent in the merchandise itself—low unit price, small bulk, frequent consumer purchase, and rapid stock turnover—contributed to the success of the new distribution practices.

Favorable circumstances comparable to those in the packaged food industry are found in other industries only in widely varying degree. In spite of the differences among industries, however, there would seem to be an opportunity in many of them for an aggressive approach to the problem of reducing the costs of marketing. In this opportunity there lies one of the great challenges. **The End**

## The Day You Were Hired

You tried to look your best: neat hair cut, suit pressed, shoes shined, and you smoked only when invited, on the day you closed the deal for your new job. But how do you look and act now—and every day on your sales job?

"Look successful!" urges F. W. Bruckerl, president and director of sales, Atlas Fence Co., Philadelphia, in his bulletin "The Salesmen's Corner."

"You are only as successful as you look," says President Bruckerl, "and making one look successful covers a lot of territory." Points to check:

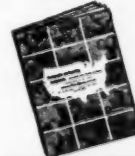
Teeth: "Remember, when you are opposite a man or woman in your daily sales work, one of the most important things about your person is your teeth," says Bruckerl.

Smoking: "A great many people object to smoking . . . let's save smoking for the time when we are not in the company of a customer."

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Photo-Reporting Service  
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Market 2-3966

## ASST. SALES MANAGER

Top personal salesman and sales mgr. for small company wants bigger growth opportunity in larger firm. Increased present employer's sales 319%. \$12,000 up. Send for 9-page resume listing experience in sales org., mgmt., adv., mdsg., training. Kelly Snow, 2220 SW Main St., Portland 5, Ore.

## THE SCRATCH PAD

By T. Harry Thompson



In these dog-days, the salesman I'm sorry for is the fellow who calls cold-cavass on the retail trade, only to find the owner of the store has gone fishing and didn't say when he'd be back.

Girls who buy cheap hosiery get a run for their money, it says here.

They say philosophy is the system of being unhappy intelligently.

Sign in cafe: "Our tongue sandwiches speak for themselves."

A local gal called her guy "Mustard," according to Herb Dickson, not because he was such hot stuff, but because, when they were dancing, he was always on her dogs.

SMILE: Lighting-system of the face, heating-system of the heart.—*Author unknown.*

Don't criticize your wife too harshly, says the *Missouri Pacific Magazine*. It may be that it was her poor judgment that kept her from getting a better husband.

Sometimes I think waiters and cashiers are in collusion. His services (the waiter's, that is) rate a quarter or half-dollar tip at most, but, when he brings your change, there is nothing on the plate smaller than a dollar bill.

ANATOMY: Something girls and boys have, but it looks better on girls.—*The Country Drummer.*

Attention, Path-Beaters! Patent No. 2,581,327 has been issued to Phil Knox of DeLand, Fla., for a dispos-

able mousetrap made of cardboard and wire. Can't nip human fingers nor the paws of pets when sprung accidentally. Further, the box conceals the dead mouse . . . a selling-point said to appeal to the fear sex.

Incidentally, I can't recall who first said: "When *she* enters a room, the *mice* get up on chairs."

An unexpected detour caused the Missus to ad-lib: "Ring around the roadsie."

A local furniture dealer named "Yon" must have speculated at some time on the possibility of partnership with a chap named "Hither."

"Many a man thinks he's going places when he's really being taken."—*Camp Wetmore News.*

When Etna Kelley dropped a letter into the mailbox at 8th Avenue and 14th Street, Manhattan, a neat, red-bordered label showed up, reading "Press Me," sung by Wendy Waye, Carol Records." Since the British sell advertising space on stamp-books, Etna wonders if Uncle Sam shouldn't consider the insides of mailboxes a new medium at card-rates.

People on a sugar-free diet sure have a time getting non-sweet desserts in the average restaurant. A real diabetic must have to decide to eat at home, or pass up desserts entirely.

We who write copy use the same old devices over and over again. A string around the finger for remembering . . . a Scotsman in tam-o'-shanter for thrift . . . a squirrel for providence . . . a cornucopia for abundance, and so on.

What did the slicks write about before we had movie personalities?

Another pastime of union copywriters is milking the label on a bottle of whisky or a pack of cigarettes for some significant statement . . . probably dreamed up by the lithographer or the client's brother-in-law.

No, Tessie, I don't think Lucky Strike will go for your amended slogan: "It's toasted . . . for the better-bred."

An unsigned note postmarked South Bend, Ind., says Herb Rinn's suggestion that some automotive advertiser might talk about *engineuity* brings to mind that an English advertiser *has* been using it for many months now. Live and loin, chop, as Fibber McGee used to say.

Jack Whiting, of "Golden Apple," asks if you've heard about the 80-year-old traveling salesman who died and left an estate in excess of 35,000 towels? (Smile when you say that, Son!)

Copywriters might like "Food in Fiction," which I think they can get by sending a card to Stockholder Service Bureau, The Borden Co., 350 Madison Avenue, New York 17, N.Y.

Cannibal chief to son: "How often have I told you not to talk with someone in your mouth?"—*Orlando Sentinel.*

Max, of the Milton Berle show, says: "I love to look at tall buildings. I have an Edifice Complex."

Capsule Caricature: She's a mental Mickey Finn.

On an *Argosy* back cover, The Spring Cotton Mills says: "You can't go wrong on a Springmaid sheet." Hmmm!



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